

# CONTRIBUSTRY MAY 1953



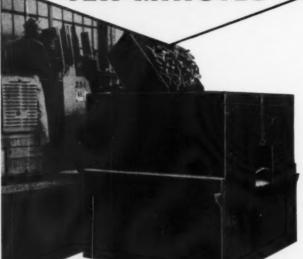
OF SCRAP METAL

#### REMOVED

IN LESS THAN

TEN MINUTES







Another innovation by H. Kasden & Sons, Inc. developed to meet today's urgent need for scrap.

A demonstration of our A.P. Control equipment will give you convincing proof of what our facilities will mean in savings to you.

Write for FREE FOLDER that tells the whole story!





INSTALLED AT NO COST TO YOU!

SCHAP STEEL METALS

IL MASDEN & SONS INC

2-44 LLOYD ST., NEW HAVEN, CONN.

OHE OF NEW ENGLAND'S LARGEST, MOST MODERN SCRAP PROCESSING PLAN

# Connecticut

MANUFACTURERS' ASSOCIATION CONNECTICUT, INC. **VOL. 31** NO. 5 **MAY 1953** 

L. M. BINGHAM, Editor

#### IN THIS ISSUE

P	age		Page
Editorial	5	News Forum	19
A Lost Sale Spawns a New Business	6	Taxation	38
Women's Club Members Visit Olin Plant	8	Transportation	41
Management's Role in Accident Prevention		Spotlight on the Future	44
	9	Business Tips	46
Civil Defense Drill at Pratt and Whitney	10	Accounting Hints	49
Observations on German Labor-Management Relations	11	Business Pattern	50
Hitting the High Spots When Selling the		Connecticut Advertising Services	52
Industrial Market—Part II	12	It's Made In Connecticut	53
What Every Worker Wants	13	Advertising Index	64

# OFFICERS

HARRISON FULLER ..... Vice President N. W. FORD ..... Executive Vice President JOHN COOLIDGE ..... Treasurer

cause:

ds

ROBERT L. NOBLE ..... Winsted ROBERT J. STARR ..... East Hampton Morgan Parker ..... Danbury R. LELAND KEENEY ..... Somersville WALTER E. TURNER ..... Norwich
GEORGE H. REAMA ..... Willimantic A. F. MURRAY ..... Old Greenwich

#### ADMINISTRATIVE STAFF

E. B. SHAW ...... President N. W. FORD ..... Executive Vice President RUTH C. JOHNSON ALBERT S. REDWAY ...... Vice President L. M. BINGHAM .. Sec. and Dir. of Development KATHERINE M. EDGERTON FREDRICK H. WATERHOUSE ..... Counsel CHARLES H. SCHREVER Attorney
N. MAARBCHALK ... Traffic and Export Manager
MARGARET M. Moore

#### DIRECTORS

W. L. SORENSON ..... Stafford Springs DONALD C. COTTRELL ..... Pawcatuck W. L. HUBBARD ..... Stamford

#### DEPARTMENTAL STAFF

MILDRED H. FORSELL FRANCES W. WILKINSON

MARILYN NEWHALL JANE M. WILEY 

> HENRY H. LYMAN ...... Middlefield SIXTEN WOLLMAR ..... Hartford CHARLES A. WILLIAMS ..... New Haven FREDERICK LUX ..... Waterbury S. M. Cooper ..... New Britain P. B. WATSON ..... Wallingford E. M. JACK ..... Torrington CARLYLE F. BARNES ...... Bristol N. M. MARSILIUS ..... Bridgeport LLOVD B. SEAVER ..... Putnam A. V. Bodine ..... Bridgeport

Published monthly by the Manufacturers' Association of Connecticut, Inc., with executive offices at 928 Farmington Avenue, West Hartford, Connecticut, Entered as second-class matter January 29, 1929, at the post office at Hartford, Connecticut, under the Act of March 3, 1879. As the official magazine of the Manufacturers' Association of Connecticut, Inc., it carries authoritative articles and notices concerning the Association activities. In all other respects the Association is not responsible for the contents and for the opinion of its writers. Subscription rates: one year \$2.50; 25¢ a copy. Subscribers should notify publisher promptly of changes in address. Advertising rates on application.

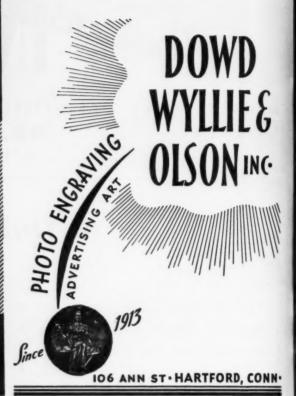
Water Tube and Fire Tube BOILERS

Water Tube Boilers-Bent Tube Types Horizontal Return **Tubular Bailers** Scotch Type Boilers Two-Pass Boilers Electric Steam Generators



THE BIGELOW COMPANY







Don't Let Him Wander

Be sure he can find the dealers who handle YOUR product through having them listed under your TRADEMARK in the YELLOW PAGES of his local telephone directory.

For full information about TRADEMARK representation in any telephone directory in any area of the state or nation — wherever your dealers are located — just ask your local telephone business office to have a Trademark Representative get in touch with you.

9 OUT OF 10 PEOPLE USE



AS A BUYING GUIDE

THE SOUTHERN NEW ENGLAND TELEPHONE COMPANY OWNED AND OPERATED BY AND FOR CONNECTICUT PROPLE

# nnecticut's Industr

HOUSE ORGANS

ANUALS BUSINESS FORMS

Letterpress or Lithography - whichever is better for your job



# don't let the fine weather fool you-

Industry Fires Must Be Kept Burning . . . While most every one is thinking of swimming, fishing or just basking in the warm sunshine, you'll find the trucks of T.A.D. Jones and Company still rolling with fuel for the hungry fires of industry.

24 hours a day — by truck, rail or barge — the fuel you need, be it Bunker "C" fuel oil, bituminous or anthracite coal, is as handy to you as your telephone.

From one of the largest storage plants in New England we serve all of Connecticut and Western Massachusetts.

Serving Connecticut and Western Massachusetts since 1925



T. A. D. Jones & Company, Inc.

NEW HAVEN UNiversity 5-6103 BRIDGEPORT Tel. 3-3123

## What Could History Teach Us?

By W. L. HUBBARD, President,\* Norma-Hoffmann Bearings Corporation

HISTORY teaches us that we do not learn anything from history.

The lesson from the story of the past which both management and labor alike could learn is that we cannot get something for nothing for long.

The development of every nation in recorded history has been based on its people doing something and getting something in return. When, instead of doing something and getting something, men began to think how easily they might get something for nothing, their nation started on its downward path. Those nations who have blazoned their trail across the record of man's progress began to fade into impotence and insignificance as soon as their desire to accomplish things changed into the wish to benefit at others expense without the burden of doing something for it.

In this country, where the record of progress is unexcelled in the story of mankind, there is a grave danger that history could teach our descendants that we learned nothing from the history of the nations before us. It is easy now to think that we are different and that we shall not follow the path of the other once great nations. But everyone of those peoples who preceded us on the path of world leadership thought, at the zenith of their civilization, that they could not fall into empires of past ages? All started their decline as soon as their people thought in the words of their days that they could get the fast buck, and that they could outsmart the immutable law that man cannot get something for nothing.

Everything that an American possesses has been achieved through someone's effort—his own or others. Is it not our duty to see that everyone of us puts back into the storehouse of the nation at least as much as he takes out?

The economist may tell us that it is necessary for economic progress that a country has a favorable balance of trade. A favorable balance of trade means that the country exports more than it imports. How every one of the countries in the world can have a favorable balance of trade and export more than it imports does not seem clear. But in considering the favorable balance of trade as applied to each American, we can soon see that unless every American produces a fair return for what he gets, then it will not be long before the consumption of the things he needs is greater than his output, and in a very short time thereafter the supply of goods will be less than the demand. When that happens America will have to rely on other countries to make for her the things she requires. As long as the medium of exchange remains available, goods made by others can be imported, but when those stores of gold and silver have gone, the supply of goods will decrease below the demand, and then the American standard of living will decline. With its decline will come the lack of desire to achieve even the essentials of well being; and then one more nation's name will be added to the long list of those who have gone before.

We can say it can't happen here—a nation like this, so

For a nation which has such a record of rapid progress from a small outpost of civilization not much more than three hundred years ago to the strongest nation in the world, the danger of a decline is greater than ever it was in the preceding leading nations. They had not reached the same heights and the valleys were not so deep.

The symptoms of the potential decline can be seen for each of us can discern how the desire to do less and to receive more is growing. Until it is realized by each one that immutable economic laws demand continued progress or inevitable decline, we shall do little to avert the danger.

To dodge the issue, to do no more than possible, to leave it to George, are temptations which rear their ugly heads each day. Let the Government take care of us from the womb to the tomb is an easy cry. How easy it would be if that could be done, but how heavy would be the payment when the day of reckoning arrived.

Where would this nation have gone if the Pilgrim Fathers and their sons had been content to achieve only the bare amount for their own subsistence? There would have been no United States as we know them for only by our forefathers producing more than they actually had to were the foundations of our present standard of life laid down. Three hundred years ago this land was a wilderness able to support in a poor way a meager handful of people. Those forefathers did not build for the future because they thought more of the future than of the present. They built for the future because they were ready to do something for nothing and did not measure their efforts to be paid for less than they did.

Too many think in these days that they can get by with doing the least possible at the highest possible return to themselves. They can for a time, but that time is very much measured by the ability of some few others to produce more than they get. When all think the same way, then all get much less than they want.

The chief problem underlying management/labor relations is that of an understanding of the basic concept that everything we have and everything we want to have has to be produced by someone. As soon as management and labor can understand that the America of the future, the land of their descendants, depends on our doing the little bit more, the sooner will the foundations of an even better life be laid.

It is probable that an ample life could be supported by even fewer hours than are worked now provided that each one capable of working did all he and she could in his or her own sphere. But, there are too many who are thinking that they do not need to make their contribution, and too many who are thinking that they ought to receive more for doing less, that the danger of all getting less than we need is very

(Continued on page 51)

large and so prosperous, could not possibly fail. The early empires were as strong relatively in the then known world as America is in the 20th Century, but where is the Roman Empire, the Greek Culture and the Babylonian Civilization? They were all sacrificed when the rulers first, and the people afterwards, thought that they could enjoy the fruits of the world without earning them.

For a nation which has such a record of rapid progress

<sup>\*</sup>Mr. Hubbard, author of this month's guest editorial, began his four-year term as an Association director in January. Born and educated in England he was associated with the Hoffmann Manufacturing Co., Ltd. and as wartime director of bearings production in the British Ministry of Supply, prior to joining the Norma-Hoffmann Bearings Corporation of Stamford in 1949. He is a director of the Anti-Friction Bearing Manufacturers Association and the Stamford-Greenwich Manufacturers Connell and a member of a number of clubs in the Stamford area.





SKILLED CRAFTSMEN like the one shown above hand-grind each Waterman pen nib to give it the smoothest and most flexible writing tip possible.

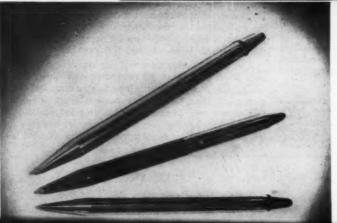
THE WATERMAN PLANT in Seymour, Connecticut, where all of the company's manufacturing operations are carried on.

A SECTION of the final assembly table where the various parts of the Waterman fountain pen are fitted together prior to the final inspection.

PARTIAL VIEW OF THE PLATING ROOM where the metal parts of the pens are clipped to plastic racks and dipped into the gold plating fluid.

"FLAIR RETRACT-ABLE," a Waterman ball-point pen, (center) featured the "Iridalloy" point, the product of years of research by the Waterman laboratories. Flanking the "Flair" are two models of the now famous "Sapphire."





OME spilled ink—spilled by a young insurance salesman of the post-Civil War days named Lewis Edson Waterman led to the invention of the first successful fountain pen and the founding of the Waterman Pen Company, Inc., one of the world's leading manufacturers of writing equipment.

Life insurance salesmen were plentiful in that era, but prospects were few, so young Waterman determined to be ready to sign a client wherever he might find him. He always equipped himself with a dip pen and a bottle of ink so that he might draw up the hand-printed contract which was used in those days and have it ready on the spot for the prospect to sign. One day an important client was just about to sign with Waterman when the ink bottle overturned, ruining the contract and the client's temper as well. The policy was recopied the next day, but by this time the prospect had changed his mind. The deal was off and Waterman realized that a seemingly insignificant factor, the dip pen, was the reason for the fiasco. Then and there he determined to solve the problem that had stumped all previous would-be inventors of a fountain pen. Eventually he developed the "fissure feed" principle, which is the basis of all liquid ink pens to this day. Waterman was the first to develop successfully a fountain pen in which the flow of ink was regulated so that air would smoothly replace the ink as it was used up.

# A Lost Sale Spawns a New Business

THE old adage, "Necessity is the mother of invention," was never more aptly illustrated than in the story of the invention of the fountain pen by Lewis Edson Waterman and of its development and distribution on a world-wide scale by Mr. Waterman and the imaginative and productive team who succeeded him.



THE REVOLUTIONARY new "Sapphire"
—a jewel-tipped pen with a polished sapphire as a writing point—was marketed shortly before Christmas. A new ink with a special affinity for sapphires was developed for use with the pen.

#### Personal Tool Developed to Meet Universal Need

above e it the ossible.

all of

of the section.

by a

of the

Lewis

ention

en and

n Pen

s lead-

equip-

plenti-

e few.

to be

might

imself

ink so

rinted

e days

or the

Wat-

urned,

client's

copied

e prosne deal

that a

he dip

. Then we the revious

n pen.

fissure

asis of

Water-

essfully

low of

would

it was

While the original fountain pen was designed for Waterman's personal use, he soon recognized the widespread need for such an instrument. In 1884, in the back of a cigar store in New York City, he set up the first Waterman assembly line. Thus was born the fountain pen industry—a business that Mr. Waterman was actively engaged in until his death in 1901.

The Waterman Company of today, located in Seymour, Connecticut, produces millions of pens annually. High speed, precision production methods turn out pens of varied styles and designs that Lewis Edson Waterman could hardly have dreamed of.

#### All Sizes and Shapes

Through the years many interesting and curious pens have been specially made or regularly produced. Many of the extreme designs, such as the hat pin pen, were only fads of the moment, while others are in use even today. Waterman has produced the world's largest and smallest pens. The midget model, 2" long, 1/8" wide, was spe-cially made for the Waterman Twentyfifth Anniversary, and the large pen, 81/2" long, 3/4" wide was regularly distributed and very popular in the 1920's and 1930's with people who wanted greater ink capacity and who were large enough themselves to handle such a pen. One of the most popular pens was a hermetically sealed safety model, produced from 1907 to 1945 and guaranteed to be leak-proof at any altitude. This model was especially useful for artists and music composers as it could be filled with India ink, and it would not dry out because of the air-tight seal. A particularly practical model first manufactured in 1915 was the left-handed pen. A specially reinforced osmium-iridium tip with a slight bend was designed to prevent the point from

digging into the paper, a common nuisance for left-handed writers. This model was the result of many personal requests to the Waterman Company, and left-handed pens are still regularly manufactured. Waterman manufactures a standard line of writing points of varying hardness and thickness to suit individual tastes. All Waterman

(Continued on page 37)



ROBERT D. HOWSE (seated) executive vice president of Waterman Pen Company, and Frank D. Waterman, president, discuss the global acceptance of the pen "that makes its mark around the world."



ARMS PLANT operations were discussed by Plant Manager E. E. Scherer. From left to right are Henry K. Chapin, general foreman, Receiver Shops; Mr. Scherer; Mrs. Walter Scherer; Mrs. Douglas A. Johnston, and Mrs. Chapin.

# Women's Club Members Visit OLIN PLANT

HE first "Industry Day" event in the 1953 program of the Connecticut State Federation of Women's Clubs was held on March 12 when some 70 members participated in tours of the Winchester Division of Olin Industries, New Haven. The project was arranged by the Industry Committee of the Federation with the cooperation of the Manufacturers Association of Connecticut and the Manufacturers Association of New Haven County. It was the eighth in a series of semi-annual visits to Connecticut's industries which was launched November 15, 1949 with a visit to the United Illuminating Company, New Haven. Other plants visited by Federation members to acquaint themselves with the industries of the state and their economic importance to Connecticut Raybestos-Manhattan, Stratfield; Singer Manufacturing Company, Bridgeport; Conde-Nast Publications, Inc., Greenwich; Bigelow-Sanford Carpet Co., Thompsonville; Landers, Frary and Clark, New Britain, and The Fuller Brush Company, Hartford.

Divided into small groups upon their arrival at the Winchester Club House at 10:15 A.M., the members of the various women's clubs affiliated with the State Federation of Women's Clubs, were escorted through the various

plants. While some were guided through the Arms Plant, others went to the Ammunition Plant, Battery Plant and Metals Plant.

Upon completion of the tours the

guests assembled at the Red W Playhouse where Mrs. Douglas Johnston, president of the state organization, introduced Robert I. Metcalf, industrial relations manager. Mr. Metcalf expressed appreciation on behalf of the company for the opportunity of entertaining the women's group and then introduced W. C. Schade, general manager of the Arms and Ammunition Division, who told the guests about the activities of the division, both in New Haven and East Alton, Illinois.

After declaring that the trade names "Winchester" and "Western" were the two outstanding ones in the field of sporting arms and ammunition, Mr. Schade expressed pride in the employees who manufacture the company's products, stating that skill and craftsmanship of individuals in the company's employ is one of the company's chief assets. He explained that in this country the private arms and ammunition companies together constitute the government's principal arsenal and must always be ready for a quick transition to the manufacture of military arms and ammunition. He said that since his company was ever conscious of its obligation as a supplier of weapons and ammunition to defend the nation, he was fearful of the weakening of the arms and ammunition industry through the encouragement being given recently

(Continued on page 35)



MANUFACTURING operations in the Rolling Mill were observed by a large portion of the 70 women who visited the plant of Winchester Repeating Arms Company, New Haven in a tour sponsored by the Connecticut State Federation of Women's Clubs. Curt Castle, general annealing foreman, explains the rolling operations. From left to right are Mrs. Louis Maxson, Mrs. John Scobie and Leslie M. Bingham, secretary of the Manufacturers Association of Connecticut, and unidentified new employee at Winchester's.

# MANAGEMENT'S ROLE IN Accident Prevention

By ALBERT S. REDWAY, President, The American Paper Goods Company and Vice President, The Manufacturers Association of Connecticut, Inc.

ANUFACTURERS often boast that the average plant is a safer place to be than the home or the highway, and they can prove this statement with unassailable facts. Yet how many executives are genuinely satisfied with the accident record in their own company and can conscientiously say that they, personally, have done everything in their power to improve it?

Playston,

exf the nterthen

man-

ition it the New

ames

ld of

oyees

prod-

man-

any's

chief

coun-

ition

gov-

must

sition

s and

e his

obli-

and

n, he

f the

ough

laven

urers

Unfortunately many of us in management still think of safety only in terms of statistics. Our concept of taking an active interest in plant safety is to set up a Safety Committee, scan the monthly safety report and if there are no lost time accidents, forget the whole matter for another month. All too often a tragic accident within the company is required before we realize how little personal thought we have given to accident prevention.

If we would regularly spend a tiny fraction of the time we now devote to sales, production and finances, to making all our workers realize we are everlastingly interested in accident preven-

tion, the results would be amazing. The largest percentage of accidents that occur today in industry are caused by unsafe practices rather than inadequate guards or protective equipment. Obvious mechanical and physical hazards are well policed by energetic safety committees, experienced insurance engineers and vigilant inspectors from the State Department of Labor. It is the alarming carelessness of human beings in disregarding instructions and thoughtlessly or deliberately circumventing safety devices that needs our personal attention. Engineers can make machines foolproof but they have yet to design a machine that is "damn fool"

Safety equipment, guards, posters, first aid rooms and regular safety committee meetings are all a necessary part of a modern accident prevention program but a company having all these will not consistently maintain even an average safety record unless we in management require every department head



ALBERT S. REDWAY

and supervisor to be as eternally vigilant to eliminate unsafe practices as they are to prevent wastage of materials.

Everyone in the plant knows that we are interested in lowering production costs, reducing scrap and improving the efficiency of all departments. We make this known in no uncertain terms through the line and staff organization. But how many employees know that we are anxious to prevent accidents?

Numerous executives fail to realize how powerful their personal influence on safety can be with a minimum amount of time and effort. As he walks through his plant, if he will just comment on good and poor safety practices which are always evident, it will start a chain reaction throughout the organization, alerting everyone to his interest in safety. He does not have to find some extraordinary situation to praise or criticize. A compliment on good housekeeping, picking up a hand tool with a splintered handle, pointing out an oil spot on the floor, is enough to emphasize he is conscious of unsafe con-

It is a mystery to everyone why safety does not sell itself. It is the most precious commodity in the world—life, limb and happiness. No one wants to get hurt and suffer pain. No one wants to lose an eye, an arm or a leg. No one wants to hurt his fellow man.

Here then is a premium product having universal appeal, the supply is unlimited and no money is needed to buy it, yet it takes a real sales force to make the initial sale and a continuing sales program to keep it sold.

Why is there so much sales resistance to this phenomenal product? Because people already have the commodity and we are pleading with them not to give it away. They forget they have it until they lose it so we must constantly remind them not to part with this ideal possession.

#### The Four F's

It has been helpful for me to classify industrial accidents into what I call the Four F's—Fateful, Faulty, Foggy and Foolish.

"Fateful" accidents are those that are the normal hazards of the work. It is almost impossible to prevent a machinist from bruising himself every so often; in handling paper it is difficult not to avoid an occasional paper cut and people frequently get particles in their eye even while walking down a street. These accidents are seldom serious if proper first aid or treatment is given. Management can do little to prevent the "Fateful" accidents but it can insist on immediate treatment lest they become serious through neglect.

"Faulty" accidents are those caused by improper or inadequate protective equipment, mechanical failures, explosions, fires or any occurrence that should and could have been prevented if proper safeguards and safety devices had been provided. Such things as open gearing, dangerous fumes, improper controls on presses or missing automatic stops on machines all fall in this category. Preventing this type of accident is the responsibility of the safety committee and engineers rather than the workers themselves. Great strides have been

(Continued on page 17)



GUARD LIEUTENANT Raymond Roop throws a switch to set off alarm.



ALERTED by signal, Walter Goula, honing machine operator, shuts off machine.



DIRECTED by ADC wardens, employees file toward tunnel near front of building.



1,500 EMPLOYEES wait for all-clear signal in the 800-foot long tunnel. All is quiet above in the factory area where every machine has been turned off.

# Civil Defense Drill at PRATT & WHITNEY

RESPONDING to the eerie sounds of the warning sirens, some 1,500 first-shift employees of the Pratt & Whitney Aircraft's North Haven plant recently found safety in the company's 800 foot long tunnel four minutes after the alarm had sounded.

Zone chiefs and wardens had donned their steel helmets after the alarm sounded and quickly moved to their stations where they quietly directed their fellow workers to the safety of the shelter zone. Contact with headquarters was maintained throughout the drill by means of "walkie-talkies."

Seeing this first drill at the new plant, General Hesketh observed that it was "an outstanding performance of enlightened civil defense training by a major industry."

major industry."

DURING DRILL zone chief Paul Karkut uses walkie talkie to report to headquarters.

Edward J. Coady, security coordinator for Pratt & Whitney Aircraft, expressed complete satisfaction with the drill, noting that the North Haven plant had now reached the same level of preparation for civil defense as in the East Hartford, Southington and Meriden plants.

Including the 200 recently trained volunteers in North Haven, the company's ADC roster has now increased to a total of 2,300 trained personnel.

The new plant of the Hamilton Standard Division of United Aircraft Corporation at Windsor Locks has also held at least one "full dress" practice drill which, according to all reports, was just as successful as the one held at the North Haven plant.



ZONE CHIEFS hurry back to headquarters to make reports upon completion of drill

### Observations on **German Labor-Management Relations**

By LEON J. DUNN, Assistant to Executive Vice President, Veeder-Root, Inc., Hartford

RITING about my recent trip to Germany recalls to mind many stimulating experiences. The recent tour of Germany in which I was invited to participate by the German Bundestag was so well planned that I received a vital education through it. The invitation to participate in this Study Tour of the German Federal Republic came from Secretary of State Hallstein and the German Federal Republic. A total of 100 people were asked from American public, scientific and cultural life. This number was broken down into groups of about eight for each field of interest. was included in the group studying Employer-Employee Relationships.

above

dina-

, ex-

the 1

plant

prep-

East

riden

ined

com-

eased

ilton

craft

also

ctice

orts.

held

el.

Our group flew from New York City by Pan American Airways on September 28, 1952, and the trip lasted, under German sponsorship, until October 28, 1952. Our travels took us to Bonn, Cologne, Dusseldorf, Bremen, Hamburg, Hannover, Berlin, Frankfurt, Wetzlar, Heidelberg, Stuttgart, Munich and Rothenburg. In all of these cities, we were guests of Employer Associations and Trade Union Federations. We visited everything from the Steel Plants in the Ruhr area to the Shipyards in Bremen. We spent a considerable amount of time in conference discussion with the personnel of the German Employer Associations and the Trade Union groups in each city.

It is truly difficult to report briefly on my observations while in Germany, so I shall simply confine myself to things which interested and concerned me most, as a management person.

As this was my first trip to Germany, I have no way to compare the conditions there now with what they were before the war or before the Hitler regime. It is, of course, painfully obvious that tremendous damage has been wrought to most industries and cities throughout the country.

#### German Strength and Weakness

From my observation, the Germans in industry know how to measure productive labor and are very conscious of direct labor costs. However, they are



LEON J. DUNN

not nearly as aware of indirect costs and have not made comparable studies of

Material handling and plant layout can be much improved. In most plants, very little material handling laborsaving devices are used. German industry, of course, has a serious shortage of capital necessary to buy this needed equipment, and also labor in most plants is relatively cheap in comparison to equipment—so that, on the basis of the present wage scales, labor is much more economical than mechanized machinery. For productive purposes, much could be done to utilize large conference rooms and large reception rooms, which are primarily used now for show

German management recognizes the importance of proper handling of their employees. This perhaps dates back to the "Works Council Act," which was passed in 1920, in which employees were granted the right to cooperation in social and personnel affairs. There apparently is good relationship existing between management and the Workers' Councils. As a matter of fact, the performance of the workers, as I observed it, indicated a high degree of cooperation between management and workers.

In general, the practice of Human Relations in Germany is on a paternalistic basis. Fringe benefits so-called are more the expression of a gift from management to the worker than the right of the worker secured through collective bargaining between the unions and industry. This paternalism, however, is of such long-standing in Germany that it will take a long time to change it to everyone's common satisfaction.

Much housing is supplied for the worker by industry, at rents which are consistent with the wage level. Also, it is a general practice to provide certain meals for the worker at some part of cost, with the company paying the difference. Further, I noted in several plants that baths, swimming pools, etc. were supplied for the workers and the workers' families.

These three factors bring me to the point that the workers' income and the increasing of it is one of the basic problems to be solved, to achieve an increase in the standard of living in Germany. Undoubtedly, fewer benefits of a paternalistic nature and more direct wages would be remedial. By the same token, it seems to me that company managements ought to do everything in their power to increase the purchasing power and standard of living of their workers, in order to increase productivity. They must attempt to stimulate cooperation with their workers, with their unions and with their government, rather than to attempt to dominate them, and they must sell to the people of Germany the conviction that industry has a definite responsibility to serve Society and the people must accept this principle themselves. It appears to me that it is also the responsibility of management to strive, wherever possible, to reduce the cost of production, which will naturally permit lower prices to the consumer, contributing to a higher standard of living for the people.

I feel that there is a great need for a group which we know, in the United States, as middle management, so that this group could have delegated to it

(Continued on page 42)

# Hitting The High Spots When Selling The Industrial Market

By HARRY HAMMINK, Market Research Consultant, Farmington

### Part II Selling Through Distributors

ACCORDING to published records, there are over 2,000 industrial supply distributors within the United States. At the outset, it might be well to define the principal functions such distributors perform in the movement of goods from the manufacturing producer to the manufacturing user. These functions are:

(a) The provision of a local stock of goods from which to satisfy the needs of nearby manufacturers on a prompt and convenient basis.

(b) The provision of salesmen who periodically call upon local manufacturers in order to determine their needs.

(c) Frequent delivery service to nearby manufacturers.

(d) Extension of credit and collection of accounts.

(e) Distributors also provide valuable sales contacts because their salesmen are more conversant with the needs of the local manufacturing trades than is a more distant producer.

Some manufacturers selling through distributors, however, fail to recognize their economic limitations. When they ship and bill a distributor they believe the transaction is ended. In the case of many items, it has just started. The manufacturer must first create a demand, or at least an acceptance, for his own brand of product through the usual advertising channels plus his own engineering and sales promotion facilities, and by cooperating with distributors' salesmen in their personal solicitation work. Distributors should not be expected to create a demand for any particular brand, because they frequently are selling several thousand items, and are operating on a narrow margin which is insufficient to absorb the cost of sales development. The primary function of the distributor is to supply the goods needed by nearby manufacturers and



HARRY HAMMINK

for which the manufacturing producer thereof has created an acceptance for his particular brand. Some manufacturers are prone to criticise the distributor for his failure to obtain more sales volume when the lack of volume is traceable to the manufacturers' failure to create a demand for his own product.

All distributors, however, are not equally effective in the sale of all types of products. Some distributors, although selling a wide line of unrelated items through a large sales staff, nevertheless tend to specialize to some extent in the sale of certain product groups, such as cutting tools, material handling equipment, or pipe, valves and fittings. The wise manufacturer, therefore, attempts to select a distributor who is active in the sale of products kindred but not competitive to his own.

Another type of distributor, usually found in medium and large size centers, should also be considered. This is the type of operation where a small distributor organization, sometimes limited to the proprietor and one or two salesmen, obtains the distributorship for a limited number of kindred lines and specializes in their sale to the exclusion of all other products. This en-

trepreneur type of operation frequently makes a most desirable distributor.

#### **How to Evaluate Distributors**

Irrespective of what type of distributor is utilized, it is essential that their sales coverage within the area assigned to them be evaluated periodically. Many manufacturers fail to do this despite the fact that some of them rely entirely upon distributors for volume. Furthermore, in industrial distribution there is only one factor which is constant and that is change. Within most centers there are distributors who are constantly losing ground while others, sometimes operated by younger, more aggressive men, are taking more and more of the available business.

How to evaluate the relative standing of the various distributors within a given industrial area is indicated by a recent study of the distribution of a portable tool. 56 manufacturers, all located within the same area and all purchasing various supplies and equipment (including this portable tool) from local distributors, were interviewed. Each manufacturer related in general his business relationships with local distributors and each distributor mentioned was classified as either a "regular" or an "occasional" source of supply. 35 of the 56 manufacturers included in the study responded with sufficient data to warrant tabulation of the results obtained. This tabulation is reproduced on page 35.

Within some industrial areas there are more manufacturers of a given product than there are worth-while distributors. At times an ineffective distributor can be made effective with certain changes within his sales organization. Or, a manufacturer seeking a distributor outlet may cooperate with other manufacturers of kindred lines similarly situated in establishing a new distributor. Or, failing in that, he may wish to consider selling direct in the area in question, at least to the large volume buyers.

(Continued on page 35)

### What Every Worker Wants\*

By WHITING WILLIAMS, Consultant in Human Relations, Cleveland

WE ARE certain that our readers will enjoy this article by Whiting Williams, of 3030 Euclid Avenue, Cleveland, Ohio. In it he tells what he has learned from 30-odd years of unique, close-up experience and study. Holder of various degrees, Mr. Williams is an ex-steel executive and also an ex-hobo and ex-bum.

Best known of his four books are "What's on the Worker's Mind" and "Mainsprings of Men." He is now concentrating on his fifth volume. In view, however, of the urgent current need of his "Philosophy of Work," he continues, in between his desk work, to address Management-Foremen groups all over the country.

THE first of my rather unusual efforts to understand the worker started when the president of the steel company for whom I was working called me in one day and said that he and his associates didn't think I was doing a good job of bridging the gap between the mind of management and the minds of the workers. Like anyone else under similar circumstances, I went home and proceeded to walk the floor for a few nights. As a result, I went in and asked him if he would give me a leave of absence for six months for the purpose of living the life of our workers. He gave me permission, but asked the same question that has been asked me ever since by people when they hear of my experiences. Said he: "How will you disguise yourself sufficiently to gain the confidence of the workers?"

ently

۲.

ors

strib

their

gned

cally.

s de-

rely

ume.

ution

con-

most

o are

thers.

and

tand-

hin a

by a

of a

d all

quip-

tool)

intered in

with

butor

ner a

ce of

rs in-

with

on of

on is

there

prod-

strib-

butor

ertain

ation.

cribu-

other

simi-

v dis-

may

n the

large

I have always had to explain that in the rough labor gangs where I proceeded to live the life of my fellow workmen, all of them accepted me so completely as the ordinary laborer I pretended to be, that it actually hurt my feelings! Only one man pierced my disguise—and he was very intoxicated at the time! He said, "There's something wrong with you, stranger. Either you have been convicted of a serious crime, or you are a victim of some secret sin, or you wouldn't come to work in this god-forsaken town!"

I have to report that what really worried me was the danger of getting too close to the whole situation, especially



WHITING WILLIAMS

in various countries abroad. In Russia I was really scared when being interviewed by my fellow coal miners and was suddenly arrested by the secret police who gave me a good work-out before they finally released me.

In 1922, Collier's Weekly asked me to find out the causes of the great railway shop-man's strike. That meant I had to go through the picket lines. I will never forget my reception there. We were being taken in under protection of a policeman, and one picket said, "Hey, has anybody told you about the dynamite that goes off in there? We guys on the outside don't know how many of you dirty scabs get knocked off in there, because the company buries them at night, but it sure does make one hell of a noise!"

During the depression I ran again into unexpected danger. I had been accepted as a bum in Chicago until I made the mistake of drinking out of a milk bottle a harmless looking concoction that looked like milk and water. It goes by the name of "smoke," also by the name of "jungle juice." It was a combination of gasoline and denatured alcohol!

What did I learn that helps explain why it is that today our miracle of production here in America means that we are the sole protection of all the other free nations of the world against Russia? How have we gotten this amazing will to work which now stands us in such good stead? What has made us the protector of the free world?

#### Fear, Hope and Pride—Important Words

I believe it is our particular idea of what makes us humans tick. I can best give you that idea by telling you of my experience. I took a train in January, 1919, to go to Pittsburgh to get a job in the steel works. I changed my name, put on old clothes, and \$25 in my pocket, with the expectation that it was up to me to live the life of a jobless man if my \$25 gave out. In four hours I ran onto a very important word. That word is "fear," the fear of the loss of the job. As long as I live, I will never get over the impression made on me of the universality of that particular fear.

Shortly afterward I learned the importance of a second word in the workman's mind. That word is "hope," hope for promotion.

I wish I could claim I pondered why that fear was so intense and that hope so unquenchable. But I thought I knew. All the professors and psychologists said they knew all about it. They said the only value in the worker's mind was money, that that fear was only fear for the loss of income, that that hope was only the hope for a larger income.

I had plenty of time to ponder that question, and the longer I pondered the less adequate that explanation appeared

<sup>\*</sup>An edited version of an address given by Mr. Williams last November before the annual convention of the NTDMA.

to be. To make a long story short, there is a third word that goes with "fear" and "hope" in the workman's mind. That word is "pride." I believe that pride represents the satisfaction of the two deepest, strongest, most useful of hankerings. Hankering Number One is for our own self-respect-the right to believe that we individually represent certain values in the scheme of thingsthat we are worthwhile, important, "somebody." If you think that is an easy satisfaction to enjoy, let me say, on the contrary, the enjoyment of that particular satisfaction represents just about the hardest job that you or I or anyone knows about, for the reason that I have yet to see a human being of any sort who is as sure of his or her right to believe in his or her importance as he or she would like to be.

When I say that, I will gamble that half of you will say "You are right" but half of you will say "You are wrong." But none of us are all the time as sure of ourselves as we would like to be. Whether we are drunk or sober, young or old, male or female, sane or insane, all of us are everlastingly trying to fight off the feeling of having to think of ourselves as a human zero of insignificance and unimportance.

That leads to hankering Number Two, the hankering we all have for the confirmation of our right to enjoy our self-respect which comes to us from sources outside ourselves, in the form of recognition, esteem, honor.

I recommend, therefore, as most helpful to understanding the worker's mind, these fundamentals.

First, that today the saving of our physical skin has become infinitely less important as a factor in our human relations than the saving of our social "face." This is so dependent upon our right to think well of ourselves and the attention we get, that our "face" is very easily hurt by some slur, some look of the eye or other small slight.

Secondly, that whereas today at least two-thirds of the human race are bothered by hunger, here in America our hunger for food has become infinitely less important than hunger for attention, recognition, understanding.

As an example of that, I was at a cocktail party not long ago when a friend nudged me and said, "Look at the way that handsome man is annoying that beautiful blonde over there." I looked, and said, "Why, he isn't even looking at her!" My friend said, "Hell, that's what I'm trying to tell you!"

If you want to annoy any human

being, beautiful blonde or whatnot, all you have to do is ignore him!

Third, that our hunger finds its chief and surest satisfaction in connection with our jobs, our work. I think I can claim rather varied contacts. To learn about people, I have associated with bums and with workers here and abroad, and I have sat with captains of industry in London, Paris, Berlin, Chicago, and New York. I give you my word, whether they were bums, board chairmen or in betweens, they are all just about equally less sure of themselves than they would like to be, all about equally as hungry to maintain "face," to have a word of approval.

But here is the point. Whether they were at the bottom or the top of the ladder, every blessed one of them gave me as final, incontrovertible, proof of his right to believe in himself the same certificate: "This is my job; this is the kind of service I give my fellow men; this is the kind of equipment I make useful to my fellow citizens. On the basis of that I demand a certain amount of attention."

#### The Job—A Measurement of Usefulness

I found, therefore, that the job serves as an amazingly useful scale for measuring the distance we have achieved up from the useless zero. Thus, I finally got a job as a laborer in the cinder-pit of a steel plant. Three weeks later the boss asked me about going into the millwright gang. I supposed only the money would be of interest to the ordinary worker. So when he told me I would get only two cents more an hour I thought it wasn't important. An hour later I had the new tools in my hand, and when I came by old companions I made a sensation. Every blessed one of them greeted me: "Hey, boodie, where you catch-em job? Millwright gang? No more pick and shovel for you! My God, you are one lucky son-of-gun!'

That was the first of a series of experiences that taught me that to every worker his job represents a rung upon a ladder indicating his comparative importance, establishing his position as a man among his fellow citizens outside the job. Every rung represents a distance, partly established by the amount of money but also by the skill and the training required. Thousands of details are involved. A tool designer has a right to consider himself a more important person and citizen than the tool operator, because of his job. Likewise the tool operator considers himself more

important than the sweeper-up. Every. where it's like that.

We have today a serious problem just because the whole trend of these modern times, with which I don't agree, is to lessen the differential between the skilled man and the unskilled by raising the unskilled.

The point is that when we give honor and recognition to the man at the top of the ladder, anyone from the bottom up has the right to consider himself worth while because his job makes him essential to the man at the top.

When I became an assistant repairman in a mine in Wales, I was way down below the lowest level. A thousand feet down there in the darkness, Evan Pugh, the repairman, and I would be hoping for a message to do our stuff. Then one of the miners would come in and say, "Evan, you better come quick before the pit falls in!" Half an hour afterward we would realize that only after we had done that repair job could the whole mine start working again. Then Evan would say to me, "It's very plain to see they can't run their bloody old mine without you and me!"

There is nothing that can compare with a man's job for helping him believe in himself. Everywhere I have gone, I have found the same thing. The reason we have such a grand, responsible bunch of locomotive engineers is because they get the kowtowing of all their associates and companions because they have gone from the bottom of the ladder up to the top. What we overlook is that the fireman is likely to say, as one of them once said to me as I rode with him: "You see, the engineer takes himself very serious. I ain't saying nothin', but let me tell you, Mr. Engineer don't get his engine very far unless he gets his power from me!"

#### Everybody's Job Important to Him

You can't think of anybody whose job doesn't seem to him important. One time I unintentionally insulted the International Secretary of the Hobo Union because I thought he was a tramp. He said, "We 'boes are migratory workers, itinerant laborers; if we don't go to the right part of the country at the right time, millions of dollars worth of crops go to hell. So we have to take the train. A tramp only walks for a job. A bum is a guy that neither rides nor walks nor works. He's no good."

But the bum considers himself more worth while than, we will say, the Jungle-Buzzard, because that guy expects to eat mulligan stew without contributing anything to it. But you would hurt the Jungle-Buzzard's feelings if you didn't realize that he is better than a Mission Stiff. The Mission Stiff gets free food and clothes and a clean bed because he fools the keeper of the mission into thinking he has saved another soul. But you would hurt the feeling of the Mission Stiff if you didn't realize that he is better than a Lush Diver, who makes his living robbing drunks. But all these consider themselves superior to the lowest of them all. He is a Scissor Bill: he will do anything provided he has something in his stomach. If somebody comes along and puts a couple of squares under his belt, he will say, "To hell with the revolution; let's wait a while!

very-

blem

these

gree,

n the

rais-

onor

e top

ttom

nself

him

pair-

way

hou-

ness,

ould

stuff.

come

come

lf an

that

rjob

king "It's

their

me!"

pare

be-

have

The

pon-

ers is

of all

cause

f the

over-

say,

ineer

Mr.

y far

Ť

hose

One

e In-

-lobo

as a

igra-

f we

intry

ollars

have

valks

ither

s no

more

the

All these say, "My job is the thing that makes me worthwhile. It proves that I'm important, that the world needs me!"

Nobody can be sure of the loyalty of his workers unless he understands this absolutely fundamental fact. His job of course puts money in a man's pocket, but most important it also puts self-respect and self-belief in the bottom of his heart. If you miss that, you miss everything!

It is this tie-up of soul and body represented by the job that explains that fear. That fear, in turn, explains many of the peculiarities of workers. It "justifies" unions, limitation of output and so on. It also explains their hope for promotion. Besides an increase in income, this means a larger distance away from that dreadful zero at the bottom.

This tie-up also means that every single one of us would like to take pride in our work. If we can't take pride in our jobs, we can't take pride in ourselves, and then you might as well seek our body at the bottom of the river.

That tie-up also explains why your feelings, my feelings, every worker's feelings, can be hurt more easily during the hours of our job than any other of the twenty-four. Your wives may say you are touchy enough when you come home, but it doesn't compare with your touchiness during the hours of your job. It also explains why big issues come from management's failure to take care of some little annoyance that hurts men's feelings.

#### Importance of Little Things

In my opinion, many labor leaders understand these fundamentals better than employers, particularly the wish

of their members to feel important, if not in their work, then in a strike. They also realize the importance of little things. For instance, while I was working in the mines in Wales I got into a "strike of folded arms." We went to work but we knew if we set hands to tools we would be beaten up by the committee of Reds or Bolshies. They were trying to make us feel important as strikers and they had us sing about the blood red flag of revolution and how it could be pinned to the top of the Houses of Parliament. They did a bang-up job of it.

But they also understood the importance of little things. I said to one of them, "You call yourself a leader. Why don't you have the employers put down gravel so we won't have to walk in mud?" And he said, "When we ask the masters, they tell us 'You are trouble-makers; out with you!' If only the masters some years back had seen fit to think of us not so much as trouble-makers as trouble-finders, 'twould be a better mine here!"

Those employers made a great mistake in thinking those fellows had gone radical. Because my miner friends explained, "These Bolshies do go too far. We must have law and order. But, after all, these Bolshies do be the mouthpiece of us all for all of us been fair unhappy!" They were made unhappy by all sorts of little annoyances.

Today one reason why the big unions have done as much as they have is because they first send our investigators who bring back all the gripes, big and little. Then they send out their organizers to tell every member of that industry, "If you sign on the dotted line, you will never again be bothered by any of these troubles."

I have found this importance of the job everywhere. But nowhere to the same extent as here in the United States. Here, above everywhere else in the world, a man's respectability is based upon his job. The biggest reason, therefore, why we have become the world's protector, is that we, as nowhere else, have made a man's respectability, a man's right to consider himself worthy in the eyes of his companions, dependent on his job.

We have out-produced the rest of the world, for the reason that we have harnessed the performance of useful service to those two hankerings. We have said to our youngsters, "If you would like to grow up into a worthy citizen with the confirmation and esteem of your fellows, all you need to do is climb that ladder of the job!" The

biggest difference between Europe and ourselves is this. When you ask, over there, "Who is John Smith?" they assume you mean, "What is the class where he was born? Who is his father?" Here we all know, we mean one thing, "What is his job? What is the nature of his skill, his equipment, his usefulness as shown by his work?"

Today I am worried because that system of respectability and honor based upon work which has made us great is now under serious threat. That threat gets fairly deep into politics.

You have the greatest of all opportunities to help save our system of making respectability and honor depend upon work. For if I am right about the importance of fear, hope, and pride, then as employers, you have a greater opportunity than anybody else, first, to lessen fear; secondly, to justify hope; and most important and difficult, to build pride in your workers—pride of their skill, pride of their craft, pride of their company, pride of their industry. Pride is the key to their performance.

#### **Value of Personal Contacts**

Here are a few of the tools which you can use for building pride. The simplest and one of the most effective tools is making sure that you are utilizing to the full your opportunity for personal contacts. I have been a fan about what can be done by personal contact ever since I got a job in the mines in Germany's Saar Valley. I was told the German miners were going to murder the French engineers who were put over them by the League of Nations. But to my surprise they spoke well of these officers. In explanation, the engineers said, "We are taught in our mining schools always to keep in close touch with our miners. Every day we talk to a few of them face to face till, in a month we contact all of them." Sure enough, I'd be loading coal and along would come the French engineer-manager. He would ask us, "How are you getting along? Have you got good tools? Is the ventilation all right?" Then after talking with us about the cost of living, and so on, he would say, "We will see you again next month.

Most amazed, the Germans would exclaim, "We have been taught to hate every Frenchman, yet they treat us better than we have ever been treated before."

So I say today, American industry is in danger of depending too much on mass arrangements, mass programs. But if you leave out personal contacts, those programs won't work. Our heavy dependence on these big mass plans in industry isn't much more silly than if some husband were to say that he and his wife, in order to avoid divorce, were going to sign a contract that would cover every problem. So if he was blown up by his wife on a Tuesday morning he could point to page so-and-so and say, "See, this clause proves you're wrong!" There is no substitute for personal contact for learning the worker's fears, hopes, prides.

#### Answering the Why's

The second tool is better communications, fuller explanation of why the new machine or new method, why, why, why, all over the place. You can't overdo it. Whether you are a mother in the home or a boss in the factory, when you ask me to do so-and-so "because I tell you" you are destroying my face, my belief in myself. I wish I could put upon the desk of every executive and manager a sign saying, "Explain. Explain. Explain. If you can't explain, explain why you can't explain."

The next tool I recommend is the freer use of the pat on the back, when deserved. Mind you, I underline the word "deserved" because if you want to lose the respect of a good craftsman, you need only praise as good a job which he as a craftsman knows is lousy. I have had vice-presidents of some of the biggest corporations in America almost weep on my shoulder because they couldn't get from their president one single word to enable them to know where they stood. They would give their right arm to have a report back from the president with two words. 'Very good," instead of just two initials.

A manager told me one time in a plant in Cleveland that he called in a foreman and told him that the Vice-President had asked if he could lend him for a couple of weeks to another plant. "I told him I couldn't spare him because he was too useful to me." Result? Big Jim, the foreman, said with tears in his eyes, "I have wondered all these years if you thought I was any damn good. That's the best news ever!"

And there was the mine superintendent who called in a Polish workman one day and said, "Steve, that was a good suggestion you made. Here's a tendollar bill." Twenty-four hours later Steve came in and said, "Please, boss, write me a letter; say that you called me good man and gave me ten-dollar bill because I make good suggestion." The boss said, "Steve, I am very busy. Why

do you want me to take the trouble to write you a letter? I gave you a tendollar bill; what more do you want?" And Steve said, "Because last night I go home and tell my woman you give me ten-dollar bill because I make good suggestion. My woman she say me lousy liar!"

Mrs. Lindbergh tells in her book about how she and Lindy once had a terrible time getting their plane off the water in Africa. Chapter after chapter goes on, and they haven't got the plane up in the air. Finally the time comes, and they take off. Then Mrs. Lindbergh writes a note to her husband, because of the noise in the cockpit. "Was it the gas?" Lindbergh shakes his head. Another note: "Do you think we can make it?" Lindbergh nods his head, "Yes." Then she rather apologizes for the next message. Evidently she felt so pleased and relieved that she wrote him this note: "I think you are wonderful!" and handed it over to him.

Millions of wives today would give their right arm to get that kind of a note from husband. The paradox is, though, that most of those wives assume it isn't necessary to write that kind of note to husband. Why? Because he has a job and they have no such certificate of their worth.

That is a dangerous idea, because when even the best of husbands gets that kind of note from his secretary or from the handsome blonde down the street—"I think you are wonderful." If the best of husbands gets such a note from anybody who is appreciative, the chances are he will say, "What an intelligent—what a *charming* woman!" This is because you can put it down in the book that nobody, whatever his condition, is as sure of his value as he would *like* to be.

When you give a man a job in your plant you give him something infinitely more important than a chance to make a living. You determine the conditions of his whole life. If he can feel, with your help, the right to consider himself worth while, as playing a worthy part in the protection and maintenance of America, then you have built that man into a happy human being in the way that no other human being of any sort can do as well as you, his employer.

All this, has a more important bearing today than ever before, because we are in a war of "isms"—different ideas of human nature and motivation. The best statement I have seen of our American idea was given by Fosdick. He says, "The essence of Americanism and of

democracy is to attribute to ordinary human beings extraordinary possibilities."

I believe, after I have observed things in Europe, the reason why Socialism and Communism fail to produce things is just because they attribute extraordinary possibilities only to a few carefully chosen officials. They assume that all of the rest of us are nothing but scissor bills. In other words, all the government has to do is fill our bellies and clothe our backs and then we will be so thankful we will keep them everlastingly in power.

But if there is anything we Americans are not—we are not scissor bills. We don't follow the line of least resistance. We have no respect for a leader who asks so little of us that we can't think better of ourselves than we could before. We hate a leader who takes to himself all the credit and the glory and gives us nothing but the money. But we gladly go through hell for the leader who asks the impossible of us—provided that, when we give it, he shares with us the right to think better of ourselves in the measure of our effort!

All this means, finally, that you can't do your best for yourself, for your workers or for your country, unless you have in mind the limitless possibilities that are placed inside of us by those two hankerings. Rather than fall down and be considered unworthy, we are glad to pay the price of life itself! . . .

Today we are faced in America with what I believe is a tragic paradox. We are being taught that of course nobody works except for money. Nobody should be so silly as to assume that he can get cooperation without paying so much per. At the same time, the fathers, the sons, and the brothers of these workers over in the mountains of Korea are today walking willingly to meet the possibility of death! Why? Because of the money we pay them? No! The only reason they walk willingly to meet death is that as they walk they feel the certainty of your recognition and mine and of all mankind, of the nobility that makes them do it! They would rather die with honor than live without it!

We all know that if we were to withhold that honor, were to take off from their place of honor the names of our honored dead, and were to pay no recognition to our Gold Star mothers, then in time of war, we would stand naked and defenseless before our enemies.

You cannot be a good American unless you understand that. Also in time of peace, what has made us great and what will continue to make us great is our willingness to give honor, recognition to a man in proportion to the usefulness of his service.

oil.

ed

01

ib.

) a

ev

re

ds,

ur

en

ep

r-

ls.

st-

er

a't

ld

to

nd

ur

er

of

t!

k-

ve

at

10

id

o

h

0

ç-

re

of

ly

d

11

T

n

11

3n

d

Old Evan Pugh used to tell me about an under-manager that he worked for who was very hard-boiled-until he studied human nature as captain of a company on the Western Front during World War I. There he learned about the possibilities of human nature. So when he came back to his old job he put into operation a different way of handling men. One night Old Evan reported: "Yesterday the under-manager down in the pit, said to me, 'That do be a first-class job ye've done.' And I do say to him, 'Mr. under-manager, in forty-three years of workin' in this pit -in forty-three years, that do be the first time that any company man do say to me a kindly word about my job.' Then he continued: "Every man do know that for a kindly word, he'll work his guts out-that no dog behave well for the man with a whip. And every man of sensibility do know that for him, the whip of the tongue and the lash of the lip be worse nor any whip on any dog! Every man must have a chance here on the job to show himself

My belief, therefore, is that we may come through just because, as I have gone among the other nations, I have found this one thing is true of you and me as Americans—namely, that every one of us would love to have it said of us what the old writer in Ecclesiastes said of the ancient artisans and craftsmen:

"All these have put their trust in their hands,

And each becometh wise in his own works.

Yea, though they be not sought for in the council of the people,

Nor be exalted in the assembly; And be not found amongst them that utter dark savings:

utter dark sayings; Yet without these shall not a city be

Nor shall men sojourn or walk up and down therein.

For these maintain the fabric of the world

And in the handiwork of their craft is their prayer."

As long as you employers help make sure that our prayer remains there in the work of our hands and our hearts and our heads, so long the future of America is safe; but with the utmost seriousness may I say, only so long.

I give you four words as helpful to

this understanding of the worker and the gaining of his cooperation. Those four words are: Listen, Explain, Respect, Appreciate!

#### Management's Role in Accident Prevention

(Continued from page 9)

made and will continue to be made to reduce the exposure to "Faulty" accidents.

The next two "F's"—"Foggy" and "Foolish" are the bane of management as they relate directly to human behavior and mental attitude.

"Foggy" accidents result from improper supervision, lack of instruction, carelessness or just plain daydreaming. Proper guards or protective devices have been provided and if the worker had been carefully instructed and followed these instructions, the job itself would have been perfectly safe. An obvious and common example is failure to wear safety glasses or goggles when working with a grinding wheel. It seems ridiculous to have to tell people not to deliberately court blindness but every manufacturer knows how hard it is to keep goggles on workers.

Top management's greatest contribution to safety can be made in the "Foggy" accident class by insisting that the supervisory personnel everlastingly enforce safety rules as rigidly as it enforces the rules on smoking, drinking or punching another person's time card.

The last and final F is the "Foolish" accident caused by a worker deliberately taking a chance even though he knows it is dangerous. He dares an accident to happen by putting his hand in a moving machine knowing he may lose a finger. There are always some individuals who are just plain foolish as evidenced by those killed in recent years playing Russian Roulette. Once in a while management can bring these individuals to their senses before it is too late, but in most cases, it is cheaper to fire them.

Summarizing the four F's as related to an executive, if his company has a good safety organization, he need not worry too much about the "Fateful," the "Faulty" or the "Foolish" accidents but he should worry about the "Foggy" for there is where he can really help. If

he himself is accident conscious and takes a personal interest in safety, the "Foggy" accidents will be reduced throughout the company and he will be on his way to establishing an outstanding safety record.

Any executive charged with the management of a small or medium size business who is satisfied with his answers to the following questions must have a mighty fine safety record.

- 1. How many lost time accidents did we have in 1952?
- 2. How is our severity and frequency ratio as compared with the average for an industry?
- 3. How many man hours have we worked since our last lost time accident?
- 4. How many "near misses" have we had in the last year that might have been lost time accidents?
- 5. How many times have I reviewed our safety program in the last year?
- 6. How many times have I mentioned Safety in staff meetings in the last few months?
- 7. How many trips have I made through the plant in the last six months primarily to look for unsafe practices, poor housekeeping or to see safety improvements?

After all, safety is a state of mind and as such it is up to us in management to keep our own minds alert, alarmed and aware of Safety.

When a worker's in bed
With a bashed in head
And your lost time record's been
broken;

That isn't the place To say to his face Why the Hell can you be so provokin'.

The time to teach him
And prevent such a sin
Is the day before yesterday moraing.

When he's far from a bed And has a whole head That's the time you can give him a warning.

Prevention we say Keeps the doctor away And not with an apple that's tasty.

It's up to the boss To stop such a loss By checking each day on his Safety.



# How to remember a conversation

Pointed discussions can be the most productive part of an executive's job. You reach major decisions more readily through discussion than through letters and memos.

How can you make the most of these discussions? Only by ending each one with a decision on what is to be done next, by whom and when ... and then following up. That means taking notes.

The simple, inexpensive way to take these notes is to switch on the

small conference microphone of your Gray Audograph . . . the same Audograph that speeds your paperwork, records your important telephone calls, and "takes notes" for you on trips, at home and even in your car.

Here are three ways to record your discussion: (1) record it all; (2) summarize the points covered in the presence of the other person; (3) record your "notes," as you might have jotted them on a pad.

Imagine the need for this accurate reporting in every business and professional field: labor-management discussions, doctor-patient interviews, legal interrogations, engineering consultations, meetings with important customers and suppliers.

Yet interview recording is only one important use of the electronic Gray Audograph . . . today an essential tool for the busy executive or profes-

sional man.

The world's most versatile dictation instrument

AUDOGRAPH\* sales and service in 180 U. S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Co., Ltd. Abroad: Westrex Corp. (Western Electric Co. export affiliate) in 35 countries. Audogreph is made by the Gray Manufacturing Company - established 1891 - originators of the Telephone Pay Station. \*TRADE MARK REG. U.S. PAT. OFF.

#### GET THE FACTS NOW!

The Gray Manufacturing Company Hartford 1, Connecticut

Please send me your illustrated Booklet I-5-"How to Talk yourself out of Time-Taking Work."

NAME

FIRM

TITLE

ADDRESS

### **NEWS FORUM**

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

DIRECTORS of the Eastern Malleable Iron Company, Naugatuck, have elected Lewis A. Dibble, president of the firm for a number of years, to the newly created office of chairman of the Board of Directors. Charles E. Brust, former vice president, was named to succeed Mr. Dibble in the presidency.

Emil Mannweiler, an employee and officer of the firm for 58 years, has retired as secretary-treasurer, but will remain a member of the Board of Directors. He will be succeeded as secretary by Russell C. Adams, and as treasurer by F. Leslie Howard. James R. Dilley was elected assistant secretary-treasurer.

Dudley V. Walker and George J. Behrendt were elected vice presidents and Willard E. Bittle was named to the board.

ROGER E. GAY, president of the Bristol Brass Corporation, has been elected a member of the Board of Directors of the Lea Manufacturing Company of Waterbury.

rate

oro-

ent

WS,

on-

one iray

tial fes-

5-

Mr. Gay is also president of the American Standards Association, New York, and a director of the Bristol Brass Corporation, Bristol Traction Company, Bristol Associates, Inc. and the Bristol Bank & Trust Company, all of Bristol, Research Corporation of New York, and the American Hardware Corporation of New Britain.

\* \* \*

"MARKING TOOLS," a comprehensive new 32-page catalog describing marking stamps and dies for industrial applications has been issued by The Parker Stamp Works, Inc., Hartford. Type holders and steel type, roll marking dies, and other marking dies of every type for hand or press use are illustrated and graphically described in the booklet.

Useful as a ready reference for designers, engineers, production supervisors and others interested in clear, legible markings, Parker's new catalog is available without charge.

\* \* \*

JOHN R. FREEMAN, JR., has been appointed vice president of metallurgy and research of The American Brass Company, according to an announcement by Arthur H. Quigley, chairman of the board.

In his new position, Mr. Freeman will be responsible for all metallurgical research projects at all of the company's branches throughout the nation.

The Cover



THIS MONTH'S cover is a photo of New Haven Green, New Haven, by Michael Roth, photographer of that city.

Mr. Freeman was graduated from Massachusetts Institute of Technology, and for 15 years served with the National Bureau of Standards, Division of Metallurgy, serving as assistant chief of the division from 1928 to 1930. In that year he joined the technical department of The American Brass Company, and in 1934 was named assistant manager of the department. Four years later he was made technical manager of the company.

\* \* \*

A NEW UNDERWOOD Finger-Flite Electric Typewriter, available in five models and designed for functional efficiency, has been released by the manufacturer.

The new line has been redesigned to give greater visibility of the writing line and to give the machine a new lower appearance. Other improvements include a wider writing line margin

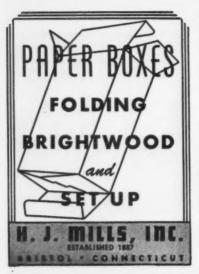
MANUFACTURERS OF PAPER SINC€ 1850 - FOLDING BOXES SINC€ 1895

### ROBERTSON · PAPER · BOX

COMPANY · INCORPORATED

MONTVILLE · CONNECTICUT

NEW YORK: 420 LEXINGTON AVENUE - BOSTON : PARK SQUARE BUILDING



CAPRONI ASSOCIATES ENGINEERS

1221 Chapel Street New Haven, Connecticut

PLANT DESIGNS FOR ECONOMICAL OPERATION



the Nation's Headquarters

FOR BRASS & COPPER

CHASE BRASS & COPPER CO.



from 10 inches on the Model 12 to 25 inches on the Model 26; a new carriage positioning scale which is helpful in centering headings; a three-position paper bail; a new push-in type variable line spacer and a new impression control dial.

\* \* \*

ELECTRIC POWER, INC., a wholly owned subsidiary of The Connecticut Light and Power Company, has proposed the construction of a new dam and powerhouse on the Housatonic River. The dam will be 1,412 feet in length and 139 feet high, impounding a long narrow lake covering 1,870 acres in the town of New Milford, Brookfield, Newtown, Southbury, Bridgewater and Roxbury.

According to the plans, the powerhouse will be equipped with a Kaplan adjustable blade type turbine capable of producing 57,000 horsepower which will drive a generator with a rated output of 37,250 kilowatts. When completed, the Shepaug development will be the largest hydroelectric plant operated by the company.

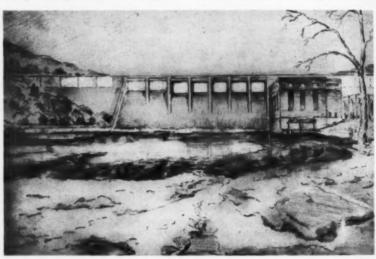
\* \* \*

SAFETY RECORD figures of The American Cyanamid Company, Stamford, for 1952 show a reduction in accident frequency for the eighth consecutive year, it was announced by Dr. J. T. Thurston, director of the Stamford Research Laboratories.

Perfect safety records were compiled in 1952 by 20 Cyanamid plants. At the Stamford Research Laboratories the accident frequency rate was 1.89, slightly lower than the company-wide rate of 1.93.

\* \* \*

THE MANAGEMENT of the E. H. Hotchkiss Company, Norwalk, has announced the sale of its Staple Machine



ABOVE is an architect's drawing of the Shepaug hydroelectric development which has been proposed for construction on the Housatonic River below New Milford by Electric Power, Inc., a wholly owned subsidiary of The Connecticut Light and Power Company.



and Stapling Division to the Vail Manufacturing Company of Chicago, reportedly the largest paper clip manufacturer in the world.

en

nt

he

n-

ci-

u-

T.

e.

ed

he

he

ne

The Hotchkiss Company has not disposed of its land, buildings, machinery and equipment, which is to be utilized in the performance of defense contracts in which it has been actively engaged during recent months.



A MILESTONE in the post-war defense production effort of Sargent & Company, New Haven, was reached recently when the hardware plant changed over from brass to steel in the manufacture of a special ammunition component.

The change-over will be carried out in a completely new manufacturing department installed by Sargent in a long unused foundry building at the Water Street plant.

The Sargent change-over is said to be the first one completed on this item by any manufacturer in this ammunition field. Steel has been substituted in Army Ordnance Corps specifications to ease the nation's limited supply of copper.

\* \* \*

A GROUP of eight young Mexican engineers, recently graduated from Escuela Superior de Ingeniere Mecanica y Electrica, Mexico, visited the plant of the Kerite Company, Seymour, recently to see how insulated wire and cable is manufactured.

The trip was sponsored jointly by the Mexican government and the industries of Mexico to further acquaint the new engineers with American industrial techniques and modern equipment.



IN RECOGNITION of a half century of employment with Landers, Frary & Clark, New Britain, Ernest C. Twigg, development engineer, has been presented a gold watch. The presentation was made by Bret C. Neece, company president.

Mr. Twigg was first assigned by the company as an experimental designer of cutlery machines in the former East Main Street Hardware Division and designed the first automatic buffing

About 25 years ago he designed the first automatic glass blowing machines for the Vacuum Bottle Division, and since that time has made several im-

provements in this process, as well as other specialized machines.



GEORGE E. FROEHLIG has been named assistant production manager at the Underwood Corporation's Hartford plant, according to an announcement by Vincent F. Schneble, Works Manager.

Mr. Froehlig, formerly the plant's time study supervisor, has been with the corporation since 1948.

FIRST EMPLOYEE of the Bristol plant, New Departure Division of General Motors Corporation, to win a top award of \$2,500 in the General Motors Suggestion Plan is Thomas C. Laing.

Mr. Laing, employed as a storekeeper in the division's general stores department, submitted a suggestion that has resulted in improving the use of tools.

Presentation of the \$2,500 award in U. S. savings bonds and cash was made to Mr. Laing by Paul W. Rhame, New Departure's general manager.





AUTOMATIC DRILLING & TAPPING MACHINES

AUTOMATIC THREAD ROLLERS

"SUPER - SPACERS"

DIE POLISHING MACHINES

General Centract Machine Work

THE HARTFORD SPECIAL MACHINERY CO. HARTFORD 12 CONNECTICUT



tutions, schools and residences against losses and property damage, personal injuries and prying eyes. Installed anywhere by our factory trained crews.

A WORLD OF PROTECTION

#### ATLAS FENCE COMPANY

Tel. 2-5706 Department H 75 Pearl St., Hartford 3, Conn.



#### AIR CONDITIONING

Means - - -

- INCREASED EFFICIENCY
- COOL COMFORT
- EXTRA PROFITS

Let us prove it!

#### The GEORGE ELLIS Co.

50 Fitch St., New Haven 3000 Main St., Hartford

LOUIS HAND, INC. of New York, one of the foremost curtain manufacturers in the country, has purchased the Attawaugan plant of Powdrell & Alexander, Inc. The company also operates a plant in Fall River, Massachusetts.

The newly formed subsidiary will be known as The Danielson Curtain Company and will employ between 100 and 125 persons.

WAYNE M. PIERCE, JR., manager of operations at Norden Instruments, Inc., Milford, has been appointed vice president in charge of manufacturing, it has been announced by Paul W. Adams, president.

A graduate of the Massachusetts Institute of Technology, Mr. Pierce was formerly associated with the Tey Manufacturing Company and Chance-Vought Aircraft Corporation.

#### A NON-PROFIT FOUNDATION

"to receive and administer funds for scientific, literary, religious, philanthropic and charitable purposes" affecting Bristol Brass employees and the people of Bristol, was formed by the Bristol Brass Corporation at the annual meeting of the corporation's Board of Directors.

The foundation, named "Bristol Brass Foundation, Inc." received \$10,-000 from the Bristol Brass Corporation as an initial contribution. Roger E. Gay, president of the firm, in announcing the Foundation, said that it is expected to have far-reaching effects among the people of Bristol Brass and the community.

C. T. Treadway, chairman of the board of Bristol Brass, was elected president of the foundation. Mr. Gay was elected vice president; Carl A. Gustafson. Bristol Brass treasurer, will also serve as treasurer for the Foundation, and Horace W. Staples, company metallurgist, was elected secretary.

CARLYLE F. BARNES was elected president of the Associated Spring Corporation, Bristol, at the annual meeting of the Board of Directors held in New York on April 20. Mr. Barnes succeeds his father, Fuller F. Barnes, who was named chairman of the board. Carlyle Barnes was previously general manager of the corporation's Bristol divisions.

At the same meeting the board

#### Designers and Manufacturers

of Tools, Dies, Jigs, Fixtures and Gage Jig Boring and Jig Grinding Precision Form Grinding Planing, Boring, Turning Cincinnati, Lucas and Bullard Machines

We build Special Machinery and Parts Welded Fabrications We will do your Stampings and Spot Welding Progressive — Swedging Broaching -- Drawing Short Runs - Long Runs

SWAN TOOL & MACHINE CO. 30 Bartholomew Avenue HARTFORD 6, CONNECTICUT

#### WHAT CONNECTICUT MAKES MAKES CONNECTICUT

Manufacturers of DRY PRESS (STANDARD ITEMS)

#### FIRE BRICK SPECIAL SHAPES

(MUD PRESS)

IN ANY SHAPE OR QUALITY DESIRED

. 7K's

#### THE HOWARD COMPANY

250 Boulevard, New Haven, Conn. SPruce 7-4447



Promotions

RICHARD S. A WINSHIP A

NEWTOWN, CONN.

Pales and Merchandising Consultant



RECORD PRODUCTION—The Torrington Manufacturing Co., Torrington, recently completed work on a new plant addition, the fifth since the start of World War II, and promptly shattered air impeller production records during the first two months of operation. Shown above is a general view of the new home plant addition.

named Walter E. Froehlich as general manager of the Bristol Division. He was succeeded by Charles F. Stofko as factory manager.

Preceding the directors meeting the following new directors were elected: Wallace Barnes, Bristol; Mr. Froehlich; Charles M. Holnback, Los Angeles, the general manager of the corporation's Seaboard Coil Spring Division; Roland L. Sylvester, Bristol, the corporation's comptroller; G. Theodore Zahnke, Bristol, chairman of the corporation's purchasing committee; and Dr. Frank P. Zimmerli, Ann Arbor, Michigan, chairman of the corporation's research committee.



WALTER C. WARDNER of the Connecticut Coke Company was elected president of the Manufacturers Association of New Haven County at the group's annual meeting held at the Lawn Club in New Haven recently.

Also elected were: A. C. Gilbert, Jr., of the A. C. Gilbert Company, and John H. Ingmanson, Whitney Blake Company, vice presidents; James K. Sullivan, Berger Bros. Company, secretary, and Henry P. Brightwell, Union and New Haven Trust Company, treasurer.

John Wesley Hanes, financial vice president of Olin Industries, Inc., principal speaker at the dinner meeting, told the 200 association members in attendance, "It is time to take off our

coats and go to work for what we believe is right." Urging support of the fiscal policies of the Eisenhower administration, he said that he hoped that the excess profits tax, a "political and purely punitive tax" would be allowed to expire this June. He called this tax a blanket on the incentive of American industry, and quoted a statement by Karl Marx who said "give me the power to destroy the hope of reward, and I will destroy any capitalistic system in the world."

Calling government social security "one of the biggest hoaxes ever perpetrated on a nation," Mr. Hanes said that the American people have been wandering in a wilderness of propaganda for the past 20 years. He added that in 1955 social security outlay will begin to exceed the yearly income, and from then on, "the country will be saddled with an annual seven billion dollar bill for social security payments."



THE RETIREMENT of George F. Atwater as secretary and assistant treasurer of the Fafnir Bearing Co., New Britain, has been announced by the company. At the same time the company announced the election of the following new officers; Keith T. Middleton as secretary; Jane E. Middleton as assistant secretary; Louis W. Young, Jr., as assistant treasurer; Randolph B. Robert as assistant controller, and Edwin Vahlstrom as chief accountant.

#### COLONIAL

Industrial Ventilating and Dust Collecting Equipment



We specialize in the design, manufacture and installation of complete dust collecting, ventilating, fume removal and conveying systems for industry.

Our engineering staff is at your service.

Write or Phone

### THE COLONIAL BLOWER CO.

54 Lewis St. Plainville, Conn. Phone Sherwood 7-2753



# Shortages occur in the property accounts

 A check of the property accounts against the property itself frequently reveals substantial unrecorded deductions.

Such unexplained shortages may be prevented through Continuous American Appraisal Service which keeps the property record in line with the property facts.

### The AMERICAN APPRAISAL



Over Fifty Years of Service
OFFICES IN PRINCIPAL CITIES

"We enjoy doing business with BARNEY'S" says Roncari Construction



Above: Handsome streamlined office furniture is part of the most recent installation made by Barney's for Roncari's Construction Co. in Windsor Locks. Roncari chooses Barney's as "a specialist who combines excellent service with finest equipment."

Our Representative Will Call Without Obligation

Barney's

EVERYTHING BUT THE SECRETARY 450 Front St. Phone 7-8129 Est. 1930 Mr. Atwater had been associated with Fafnir for nearly 33 years. He is a native of Hamden and was graduated from Yale University. He joined the company as head of the cost department and in 1924 was made assistant treasurer. In 1945 he was elected secretary.



**STOCKHOLDERS** of Landers, Frary & Clark, New Britain, recently received the 100th annual report of the company, containing a review of its growth from the original capital of \$40,000 to \$10,500,000, plus a surplus of nearly \$9,000,000.

One hundred years ago, Landers & Smith Mfg Co., was chartered by a special act of the State Legislature. The company's present name was adopted in 1865. Although the business was started 11 years earlier as a partnership between George M. Landers and Josiah Dewey, the firm has just completed the first century of its corporate existence.

The report likened the history of Landers to the history of the American home, "because from the very beginning, the products it has made have been primarily designed for the American home."

The first products were furniture casters and cupboard catches, followed shortly by household scales and table cutlery, which became the principal products for more than 90 years.

In 1912 the company embarked in the electric appliance business which today is its mainstay. About 1920 the Universal Vacuum Cleaner was added to the line and today the Universal Jet

99 and other model cleaners and floor polishers are among the leaders in the American market. During the 1920's the company went into the major appliance business—electric ranges, electric washing machines, and electric refrigerators, but discontinued these lines about two years ago when the decision was made to concentrate its efforts on the smaller products.



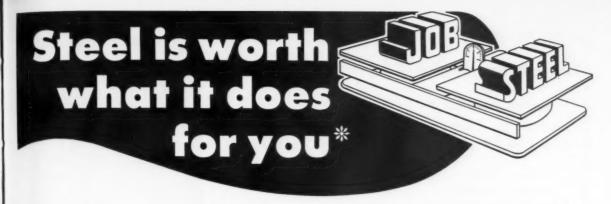
THE FIRST LOW COST "robot brain" electronic computer available commercially for general use has been accepted by Army Ordnance officials at Aberdeen Proving Ground after it successfully completed sixty hours of grueling nonstop tests. Making errorless computations at the rate of 1,700 a minute, this practical size computer established a record unmatched in accuracy, according to an announcement by L. C. Stowell, president of Underwood Corporation, which developed and manufactured the computer.

Known as the ÉLECOM 100, the machine made 4,212,000 computations without a single mistake in the first forty-two hours of operation to prove its capacity to handle the complex calculations required in the solution of fire control problems.

Other ELECOM 100s will be used by aerodynamics engineers to pre-test designs of new supersonic aircraft without the need of costly, hand-built models or huge wind tunnels, by petroleum engineers to study oil reserves and refining processes, by chemical engineers to analyze the composition of

THE ELECOM 100 consists of three units. There is a conventional type office desk at which the operator sits, a compact "memory" unit, and the computer proper, which is housed in five steel cabinets joined in a semi-circle.





### How Reliance Job-Fitted Sheet and Strip Meet Your Test of Value

\* The value of steel (or any other commodity) is not measured by the pounds you buy per dollar but by how well it performs a service or function you need.

That's the gist of NAPA's Value Analysis Program and embodied in the association's

manual, "Cutting Costs by Analyzing Values."

That principle—and by no mere coincidence—also expresses the Reliance Job-Fitting Idea—that the sheet and strip you buy must fit your job. It applies to picked-to-order warehouse steel no less than to rolled-to-order mill steel.



n

P

1-

1S

re

re

e-

lt

)

iof

### Here's how Dependable Dan pinpoints the Reliance JOB-FITTING idea . . .

- It's knowing our "stuff"—what our steel can and cannot be expected to do.
- It's knowing your job—what you expect the steel to do for you.
- It's picking in-stock steel that's best suited to your immediate need.
- It's delivering it your way and on time.

#### FOR HELPFUL ACTION CALL OUR NEAREST PLANT OR OFFICE

# DETROIT STEEL

PRODUCERS OF

Coke • Coal Chemicals • Pig Iron • Ingats Slobs • Sheet Bars • Billets • Wire Rods but Rolled and Cold Rolled Sheet and Strip Lew and Medium Carbon Manufacturers' Wire High Carbon Specialty Wire • Welded Fabric

GENERAL OFFICES
DETROIT 9, MICHIGAN

#### RELIANCE STEEL DIVISION

Processors and Distributors JOB-FITTED Sheet and Strip Steel

GENERAL OFFICES — BOX 4308 — PORTER STATION, DETROIT 9, MICHIGAN PLANTS

CLEVELAND PLANT, 3344 E. 80th St., VUican 3-3600, Cleveland 27, O. DETROIT PLANT, 13770 Joy Road, WEbster 3-5866, Detroit 28, Mich. EASTERN PLANT, 2061 State Street, STate 7-5781, Hamden (New Haven 7), Conn. MIDWEST PLANT, 1801 South Wolcott Ave., CAnal 6-2442, Chicage 8, III.

OFFICES

COLUMBUS IZ, OHIG, 1373 Gradeline Are, Kingswood 6264
DAYTON, OHIO, 128 W. Leened Liver, Mitchigas 8541
DETROIT 78, MICH, 13773 Jay Rend, Welshir >3560
GRAND RAPIDS Z, MICH, 326 Kooker Didg, Glassida 0-5563
HIDIAHAPOLIS 4, 1860, 1560 Flotcher Trezt Sidg, Flossidis 2233
JACKSON 13, MICHIGAN, 607 Raynesis Sidg, Jackson 4-108

MIL WAUKEE 10, WIS., 4822 W. Conter St., HI Ilbup 2-1949 MEW YORK 19, N. Y., 220 West 57th St., Colombins 4-8778 ROCHESTER 4, N. Y., St., Proal St., Baker 1961 ST. LOUIS 8, MO., 4370 Lindell Bird., Librar 4560 ST. LOUIS 8, MO., 4370 Lindell Bird., Librar 4560 WORCESTER 8, MASS., 230 Main St., Wernester 3-8860

RELIANCE Job-Fitted PRODUCTS
COLD ROLLED STEEL STRIP and FLAT WIRE

Coils . . . Cut Lengths . . . All Tempers

SHEETS

COLD ROLLED . . . HOT ROLLED . . . H. R. PICKLED . . . LONG TERNE . . . GALVANIZED

Standard and Production Sizes or Cut to Actual Working Dimensions

#### THOMAS W. HALL COMPANY

INCORPORATED

Stamford, Connecticut



Printing, Newspaper
Stitbographing Machinery
Paper Converting Equipment
Job Presses, Galleys St
Cabinets
Proof Presses, Balers, Cutters

THE HENRY SOUTHER ENGINEERING CO.

Engineering & Chemical Service

Water Purification

Industrial Waste Disposal

Research Facilities for Industry

Hartford.

Conn.

#### STEEL CASTINGS

From an ounce to 1000 lbs. each.

Try us for fast delivery when your needs are urgent.

THE NUTMEG CRUCIBLE STEEL

RRANFORD . CONNECTICUT

gases and liquids and by metals engineers to study stress analysis of highstrength alloys.



AMERICAN ASSOCIATES, INC., of Providence, Rhode Island, has purchased the controlling interest of Brass Goods Mfg. Co. of Deep River. The firm was established in 1876 and manufactures a diversified line of metal stampings.

The business will be continued as in the past at its plant in Deep River, but the corporate name will be changed to American Associates Mfg. Corp.



THE ASSOCIATION'S PRESI-DENT, Edwin B. Shaw, Sr., general manager of the New England Division of the American Thread Company, Willimantic, for the past 18 months, has recently been promoted to general manager of all nine units of the company. The announcement was made by President P. S. Howe.

Mr. Shaw's territory includes plants in Milo, Maine; Dalton, Newman and Talapoosa, all in Georgia; and Clover, Hampshire, South Carolina; Troutman and Sevier, North Carolina; and Bristol, Tennessee. He will maintain his offices in Willimantic.



A NEW COMPANY known as Cheney, Greeff & Co., Inc. has been formed by Cheney Brothers of Manchester following purchase of the Greeff Fabrics operation of the Burlington Mills Corporation.

The new company is headed by Theodore Greeff as president. It will sell the Cheney and Greeff fabric lines to decorators.



**ELIOT W. HOWARD,** vice president and sales manager of the H. O. Canfield Co. of Bridgeport, has been named sales manager of the Pantasote Company of Passaic, New Jersey.

A graduate of Northwestern University and later in attendance at Massachusetts Institute of Technology Graduate School, Mr. Howard joined the H. O. Canfield firm in 1948. He is also vice president of the H. O. Canfield Plumbing Supply Company. He still retains both positions with the Bridgeport firm.



THESE ROTOR CORRES-FILE units, manufactured by Wassell Organization, Inc., can be adapted to house any size card or record, from addressograph plates to legal size folders.

A UNIQUE NEW space-saving modular filing unit was unveiled at the Office Management Association business show in Chicago recently. Known as Rotor Corres-File, these units are said to combine the speed and ease of horizontal rotary filing from a seated position with new versatility that allows the filing of active records twice as high as standard four drawer correspondence files.

This is made possible through the use of a new hydraulic lift unit which lifts desk, chair and operator to any desired level quickly and smoothly. The unit also moves forward and backward, allowing one operator to handle as many filing units as the activity of the records permit.

Rotor Corres-File units at the standard four-tier height require no lift mechanism, yet all filing is accomplished from a regular seated position. Savings in space, time and money are claimed by the manufacturer, The Wassell Organization, Inc., Westport.



THE ADDITION of a completely new hydraulic group of thread milling machines to the line of precision machine tools manufactured by the Hanson-Whitney Division of the Whitney Chain Company, Hartford, has been announced by Einar A. Hanson, vice president.

Initial field tests have proven that the new operating principles embodied in the design reduce production costs by one-half, increase cutter life three times, and improve the finishes on materials known to be most difficult to machine, according to the company's announcement.



A NEW BOOKLET published by The Gray Manufacturing Company, Hartford, manufacturer of Audograph Soundwriter office dictation equipment, is designed to provide evidence that attracting skilled engineering personnel is a major problem of industry.

"Careers at Gray," a 32-page brochure on the company and the opportunities it offers electrical, audio and mechanical engineers, devotes almost a third of its pages to the theme, "Come to Hartford—you'll like it." Gray obviously is attempting to recruit know-how from all over Connecticut and, a company spokesman stated, nationwide as well. With photographs, maps and glowing tributes to Hartford, "the hometown of happy families," Gray makes a good case for the city—and for Gray.



dne

i-

n

re

of

ed

VS

as

S-

he

ch

ny

he

d,

as he

d.

ift

ed

igs

ed

)r-

ely

ng

na-

ın-

ney

en

ice

the

in

by

EUGENE BLUMENTHAL, prominent lawyer and for over fifty years the secretary of Sidney Blumenthal & Co., Inc., pile fabric manufacturers, died recently in Sarasota, Florida.

Mr. Blumenthal was born in Frankfort-A.M., Germany, in 1876. He attended Phillips-Andover Academy, Yale College, and Columbia University Law School. He was a member of the New York Bar Association, and the Yale and the National Republican Clubs of New York. He is survived by his wife and four daughters.



**DESPITE** a lower profit margin, Pitney-Bowes, Inc., Stamford, closed the year 1952 with new highs in sales and earnings, and in jobs, payrolls and profit-sharing, according to the company's 33rd annual report to its 7,806 stockholders and 3,447 employees.

The report, signed by Walter H. Wheeler, Jr., president, listed gross income from sales, rentals and service at \$30,606,000, compared with \$25,121,000 for 1951. Gross income increased 17 per cent, and the profit before taxes was up 11 per cent. Net profit, however, rose only 4 per cent above 1951 because of unusually high taxes.

In his report Mr. Wheeler declared that the change of national administration "presents a far more significant challenge to business management than any we have faced in 20 years. "We

# JOHN J. PLOCAR Company\*

MANAGEMENT CONSULTANTS

### SPECIALIZING IN MANAGEMENT PROBLEMS OF SMALL AND MEDIUM SIZED COMPANIES

- Organization
- Methods and Incentives
- Job Evaluation
- Production Control
- Factory Layout
- Cost and Budgets
- Foremen's Bonus
- Office Procedures

#### • Personnel Administration

UPON REQUEST WE WILL GLADLY SEND, WITHOUT OBLIGATION,
A COPY OF OUR FREE BOOKLET, "AN IMPLEMENT
TO SOUND MANAGEMENT."

\*STAMFORD, CONNECTICUT

# Serving Industry for 80 Years

### **AUBURN**

#### PACKINGS . GASKETS . WASHERS

**SPACERS** 

SEALS

SHIMS

BUSHINGS

- It's Auburn for accuracy . . . Auburn for prompt delivery! Call Auburn when you want precision-made gaskets, washers, cut parts—your specifications or blueprints will be followed to a "T". We fabricate in many materials, including leather, asbestos, cork, rubber, cardboard, silicon, rubber, brass, aluminum, etc.
- Send us your specifications. Let our engineers study your gasket or packing problems and submit recommendations . . . without obligation.

### AUBURN MANUFACTURING COMPANY

300 Stack St.

Middletown, Connecticut

### FOR SALES PROMOTION AND ADVERTISING

111

Art ILLUSTRATI

ILLUSTRATING • LAYOUT LETTERING RETOUCHING

CATALOG AND BOOKLET DESIGN

# Photography

PHOTOS FOR ADVERTISING

## **Printing Plates**

LINE . BENDAY . COLOR HALFTONE . FOUR COLOR PROCESS

PHONE 2-0193

#### THE GRAPHIC ARTS CO.

172 HIGH STREET HARTFORD, CONN.

SERVING CONNECTICUT INDUSTRIES SINCE 1904

# Get those Weed

Go to the Root of Your Weed Problem with These Dolge Products

To keep weeds off drives, walks, parking lots, tennis courts, sand traps you've got to finish the roots.

DOLGE SS WEED-KILLER does that—and more. It kills the foliage, of course. It works down deep. It tends to sterilize the soil so that wind-blown seeds cannot sprout in it. Diluted as directed, it can kill the toughest weeds. Spray or sprinkle where you want no growth whatsoever.

E.W.T. is the Dolge 2, 4-D Selective Weed-Killer. It finishes dandelions, plantain and other broad-leaved weeds in turf-does not harm good lawn grasses. It translocates; is absorbed and travels through the sap to the roots.

Write for the Dolge booklet on chemical weed control.

FOR FREE
SANITARY SURVEY
of your premises consult your
DOLGE SERVICE MAN



must take the lead in finding sound, workable solutions to a number of social problems which far too long have been left only to government," he said.

As examples, Mr. Wheeler said business must cope with such problems as the "stabilizing of employment at a high level—the better integration and fairer upgrading of minority groups... and the development of more privately insured security."

THESE TESTING UNITS are now in production at the American Research Corporation plant in Bristol, and are available in several sizes to meet various testing requirements.

A COMPLETELY new facility for sand and dust environmental testing has been announced by American Research Corporation, Bristol.

Engineering for the unit is said to be based on entirely new concepts of streamlined air flow which have made it possible to lower the power necessary to move the air and reduce the floor space required. The equipment also features automatic temperature and dust density control.

\* \* \*

THE TWELFTH ANNUAL Connecticut Fire College will be held this year at the New Haven Fire School, New Haven, May 18 through May 23.

According to L. W. Eddy, Supervisor of Service Training of the State Department of Education's Vocational Training Field Service, the program will include Insurance Inspections, Training Plant Brigades, Plant and Municipal Relations; Fire Protection for Disaster Defense and Industrial Fire Hazards.

Practical training in these fields will

also be included: Sprinklers and Valves, Extinguishers, Breathing Apparatus and Actual Fire Extinguishment.

The College, for which there are no fees for registration or attendance, is conducted by the Connecticut State Department of Education in cooperation with the Connecticut Fire Chiefs Association, The Connecticut Department Drillmasters Association; the Connecticut Fire Marshals Association, and The Connecticut Fireman's Association.

\* \* \*

NET INCOME after taxes of The Bristol Brass Corporation for 1952 amounted to \$413,047, equal to \$1.65 per share of common stock, it has been announced by Roger E. Gay, president. A dividend of 25 cents a share was also declared to be distributed to share-owners of record on February 28, 1953.

The net income for 1952 was off compared to 1951 when the earnings were \$2.08 per share. The reduction in net income was due to two reasons, according to President Gay: (1) The full impact of the excess profits tax was not felt in 1951 because it had been in effect only six months, compared to the complete year in 1952; and (2) the loss of orders and production due to the plant shutdown from June 26 to September 22 when production employees were on strike. Taxes amounted to \$860,400, or more than twice the net income of the company, it was pointed out in the president's report.

\* \* \*

TWO PROMINENT Connecticut business executives have been appointed to the Connecticut Advisory Board of Liberty Mutual Insurance Company, according to an announcement by S. Bruce Black, company president. They are:

Ralph A. Powers, president of Robertson Paper Box Company, Inc., Montville; and O. Pomeroy Robinson, Jr., senior vice president of General Dynamics Corporation, Groton. Members of the advisory boards, of which Liberty Mutual has 18 throughout the country, represent policyholding companies and assist directors, executive committee members and officers of the insurance company in matters pertaining to adjustment of claims, hospital and medical care for injured workmen, safety engineering, loss prevention and other phases of company business.

\* \* \*

OPERATING REVENUES of \$51,-939,928 for the year 1952 have been reported by the Connecticut Light and Power Company and subsidiaries in its annual report to stockholders. This is an increase of \$4,034,049, or 8.4 per cent over 1951. Consolidated net income available for common stock was \$5,580,553, an increase of \$141,602 over last year.

ves,

itus

, 15

De-

ion

SSO-

ent

cti-

The

The

.65

een

also

ire-

53.

off

ngs

in in

ac-

full

not

fect

om-

s of

ant

ber

on

or

the

the

cut

ted

of

ny,

S.

hey

ob-

ont-

Jr.,

Dy-

ers

erty

try.

and

ttee

nce

ad-

edi-

fety

her

51,-

een

The report showed that about 60 per cent of CL&P's operating expenditures during 1952 went to pay for three major items: wages and employee benefits, coal and oil, and taxes. Each one of these absorbed approximately 20 per cent of the revenues.

\* \* \*

WALTER E. DITMARS has recently been elected a member of the board of directors of Colt's Manufacturing Company, Hartford. Since 1938 Mr. Ditmars has been president of the Gray Manufacturing Company, Hartford. Prior to that Mr. Ditmars was identified in the financing and organization of other manufacturing and distributing groups.

ALTHOUGH NEWS in CONNECTI-CUT INDUSTRY about product development in specific companies is normally confined to companies operating plants in Connecticut, because of the widespread interest in the use of the new metal, titanium, in manufacturing, CONNECTICUT INDUSTRY reproduces below a news release concerning an award of a "research and development" contract involving titanium, to a Massachusetts company.

Mr. Carter C. Higgins, president and general manager of the Worcester Pressed Steel Company, Worcester, Mass., has announced that the company has been awarded a contract by the Ordnance Corps, Department of the Army, for a study of the forming properties of titanium. This contract was negotiated by the Boston Ordnance District and will be under the technical supervision of the Watertown Arsenal, Watertown, Mass. Colonel Benjamin S. Mesick, Commanding Officer at the Arsenal, is one of the Ordnance Corps Officers charged with the responsibility of developing Ordnance Corps use of

"The study will be concerned with both alloy and commercially pure types of different thicknesses. Tests will be conducted at varying temperatures and at varying speeds, and will work to limiting conditions on percentage of draw.

"According to J. Walter Gulliksen, general superintendent of the Worcester Pressed Steel Company, some new equipment will be employed in the company's general program directed toward determining the most efficient practice in drawing titanium.

"Mr. William G. Fienemann, product development manager, advised that this research for the most part will be applicable to commercial work. The company, for two years, has been a pioneer in the cold drawing of this middleweight champion of metals."

# A Bank President Discovers the Advantages of the COMBINATION PENSION PLAN

The Connecticut Mutual Life Ins. Co. Hartford, Connecticut

Gentlemen:

"I am very happy that at last our staff has the sizable life insurance and pension protection your plan provides. After long research I decided your plan was best for us because the Combination Plan not only provides for pensions but it also gives us substantial protection during the years when an employee is active.

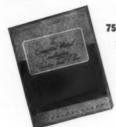
"We also like your plan because it permits us to place funds in trust, which are computed on an actuarial basis, determined by your company, rather than on a hit or miss basis.

"The fact that the modified life insurance contracts can be converted to annuities at retirement age after serving their life insurance purpose (with the addition of an amount set aside for the individual in the trust fund) seems to me about as close to the ideal plan as it is possible to get."

Send for Our Booklet Describing this Unique Plan

The Connecticut Mutual LIFE INSURANCE COMPANY . Magnet

ILV53



#### RALPH H. LOVE AGENCY

75 Pearl Street

Hartford, Conn.

Please send me a copy of your free booklet describing the Combination Pension Trust Plan.

NAME

STREET AND NUMBER

CITY

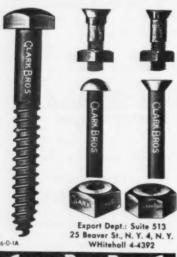
STATE



The Name Clark . . . a 99 year old part of America's heritage, has always been known to be dependable . . . "For Greater Security Fasten Fast with Clark Fasteners."

Clark products are yours for dependability and yours for workability.

They work with you and work for you. Uniformity of Quality and Finish have made the name Clark outstanding. For information write to 105 Canal Street.







READY FOR SHIPMENT recently were scores of air conditioning units, shown in the assembly department of Hamilton Standard Division, United Aircraft Corporation.

AIR CONDITIONING UNITS for the cockpits of high speed jet fighters are rolling in increasing numbers from the production lines of Hamilton Standard Division, United Aircraft Corporation, according to a recent announcement by the company. Without such equipment, pilots in combat might be subjected to temperatures as high as 190 degrees F.

Production of air conditioners, together with fuel controls, starters and hydraulic pumps for turbine-powered bombers and fighters is at its highest level since the propeller manufacturer entered the aviation equipment field three years ago.

\* \* \*

ANDREW GAGARIN, president of The Torrington Manufacturing Co., world's largest maker of fan blades and blower wheels, reported at the annual meeting of stockholders recently that the firm's three plants shattered all air impeller production records during the first two months of this year.

At the same time, Mr. Gagarin disclosed that plans are being completed for the construction of a new air impeller manufacturing plant in Oakville, Ont. Torrington's product is used in all types of cooling, ventilating and heating equipment.

The company recently passed the 1,000-employee mark at its home plant and new workers are constantly being assigned to air impeller production lines at the firm's two subsidiary plants in Van Nuys, California, and at Oakville.

FRANKLIN R. HOADLEY, president of Farrel-Birmingham Company, Ansonia, told stockholders at the annual meeting recently that the company's plant investment is at present estimated at a replacement cost of about \$12,000 per employee, signifying the important part the investor plays in supplying the necessary tools for our competitive industrial production.

Mr. Hoadley reviewed the fact that net sales of Farrel-Birmingham and its wholly-owned subsidiary, Consolidated Machine Tool Corporation, Rochester, New York, showed a gain of \$10,-216,000 or 31 per cent in 1952 over the previous year. However, the statements indicate a reduced margin of profit because of higher costs of wages and materials without offsetting price adjustments, and because of higher taxes.

\* \* \*

JOHN C. ELLIS, second vice president of Arrow-Hart & Hegeman Electric Company, Hartford, has been promoted to vice president. He joined the company in 1945 after service as a pilot with the Eighth Air Force in England with the rank of captain. After a factory training course he was transferred to the New York sales organization, and in 1949 returned to the home office.

Charles P. Colley, Jr., a partner in Cooley & Co., and a director of several Hartford insurance companies, was elected a director of Arrow-Hart & Hegeman at a recent stockholders meeting.

# <u>Electricity</u>... Key to Your MATERIALS HANDLING Just as it is for Bassick, in Bridgeport

Two typical examples
Of the use of
Conveyors in a
Multi-story building

si-

ın-

nt

out he

in

ur

its

ed er,

he

st-

he

ot

nd

al

8



Assembly . . . spray and dip lines



Inspection . . . loading motor tube

In a tight labor market, progressive Connecticut manufacturers are continually seeking, and finding, ways to substitute kilowatt hours for man hours. A good example is The Bassick Company, in Bridgeport. Bassick, a subsidiary of Stewart Warner Corporation, is the largest manufacturer of casters in the world and also produces automotive and specialty hardware.

Several years ago this company rehabilitated an old multi-story building. By means of a well engineered materials handling program, and with the help of plenty of low-cost electricity, it achieved an amazing production rate with a comparatively small labor force.

A similar program can increase the efficiency of your plant and result in the saving of time, space, money.

For further information, call the power engineer at your own electric utility. He will advise you what to do and how to do it. Call him now and give him a chance to help you soon.



The Connecticut Light and Power Company
The Connecticut Power Company
The Hartford Electric Light Company
The United Illuminating Company



THE ALLEN

MANUFACTURING



C. J. BATES & SON



CORPORATION





THE FIRST NATIONAL BANK & TRUST CO.

New Hoven, Conn.



THE FITZGERALD



GENERAL ELECTRIC CO.



THE HART MANUFACTUR

I N" electrical controls — produc France, South Africa, and Canado standards for top quality, peak per

# Our References



HEVA-CLOG PRODUCTS, INCORPORATED

part 1. Connecticul



New Britain-Gridley Divisi THE NEW BRITAIN MACHINE COMPANY

New Britain, Connecticut



THE NEW BRITAIN MACHINE COMPANY

eland, Ohio



NEW HAVEN



SEYMOUR SMITH & SON,

For more than a century a leading manufacturer of pruners, grass and hedge shears. Has no equal in quality and acceptance



STANDARD FRUIT & STEAMSHIP COMPANY

Operating a modern fleet of passenger and refrigerated carge ships between West Indies, South and Central America and Southern and Eastern United States' ports.



TUTTLE & BAILEY, INC.



Henry J. Zellweger,

UTICA DROP PO & TOOL CORPO

America's most papular line of quality pliers i wrenches. Pioneers in precision forging and n metallurgical and motal working techniques.



R. D. WIRNIE COMPANY, INC.

producers of aluminum extrusions as well as metal gs, sink frames, aluminum ladders and clothes



WILCOX, CRITTENDEN & COMPANY, INC.

The world's largest manufacturers of dependable boat equipment since 1847, Marine lights and plumbing. Heavy and shelf haidware.



F. H. WOODBUFF & SONS, INC.



YACHTING PU CORPORATION



THE CONNECTICUT COKE COMPANY

Mary Havan, Connecticut

Aware distributions of the solid fuel that is the choice of more or lersey, Long (ill fumilies in Connecticut and Western Massa-



CONNECTICUT MUTUAL LIFE INSURANCE COMPANY

One of America's leading life insurance companies. Life insurance in force: \$2,447,704,141. Life insurance written, 1952: \$272,985,413.



CONSOLIDATED

INDUSTRIES, INC.

Pioneer in forging titanium components, and an important supplier of aircraft forgings and castings. Also manufac-tures power driven equipment.



THE EAGLE LOCK

Terryville, Connecticul

America's first lockmaker, manufacturers of padlocks, door locks, cabinet locks, luggage locks, special purpose locks,



HUMASON MANUFACTURING

COMPANY





IMPERIAL KNIFE ASSOCIATED COMPANIES, INC.

New York 19, New York



THE E. INGRAHAM COMPANY



Merle L. Lockwood, Vice President

LAMINATED SHIM COMPANY

red idea of bonded laminated shims. Now America's shim manufacturer. Also producer of high-precision



LEWIS ASPHALT ENGINEERING CORPORATION

New York 7, New York

in waterproofing materials have been used it and most important industrial construction they "work" faster, last longer.



ADRIEN MEY & COMPANY

Sole United States Agents for C. B. Cottons, world-famous crochet, knitting, embroidery and tatting cottons since 1825. Manufactured by Cartier-Bresson, Paris, France.



O. F. MOSSBERG & SONS, INC.

Maker of Mossberg rifles, shotguns and telescope sights — regarded by the trade as liveliest firearms line in America.



John T. Kimberly,

NATIONAL SAVINGS BANK

New Maven, Connecticut

Outstanding family-type savings bank combining the best of bank tradition with up-to-date ideas in operations and

HAVEN

A DROP N

4, New York

quality pliers as n forging and no ng techniques.

HTING PU PORATION

Yark 17, New!

PAPER COMPANY

PENN METAL COMPANY, INC.

New York 17, New York

name, "Penmetal", is famous for a variety of expanded tal meshes . . . for metal lath and building accessories , for light-steel structura) sections,



Vice President & Advertising Director

POPULAR SCIENCE PUBLISHING CO.

Publishers of Outdoor Life and Popular Science Magazines — each of which ranks at the top of its field in quality and advertising acceptance.



SECURITY-CONNECTICUT INSURANCE COMPANIES

New Haven, Connecticut

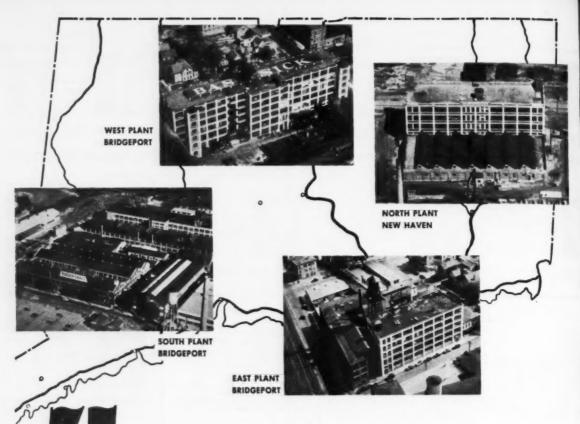
Fire, marine and allied types of insurance. Established 1841, these companies have quadrupled their volume in the past 12 years.

# Clients of Wilson, Haight & Welch Inc. ADVERTISING

10 ALLYN STREET, HARTFORD

220 E. 42 STREET, NEW YORK

Member American Association of Advertising Agencies



# 75 YEARS OF GROWTH IN CONNECTICUT

1953 marks the seventy-fifth year of Bassick leadership in the caster industry. We started in this state three-quarters of a century ago, and today the state of Connecticut has become the home of the world's largest manufacturer of casters. This position has been attained only through the responsible cooperation of workers at every level and the enlightened encouragement of industry by a sound state government. We of Bassick fully realize that we have the state of Connecticut and its people to thank for both. The Bassick company, Bridgeport 2, Conn. In Canada: Belleville, Ont.



#### Hitting the High Spots of the Industrial Market

(Continued from page 12)

The foregoing distributors are listed in the order of their relative standing within the industrial area studied. It will readily be seen that distributors "A" to "G" included in the top group are providing sales coverage which can be ranked as "excellent" to "fair"; while those designated "J" to "O" in the bot-

Favorable comments were also received, such as "a very aggressive and fast developing concern," "a young, aggressive organization," "render good service—one call per week," and "have product specialists who know their stuff."

It is well for a manufacturer selling through distributors to remember that while he may have adequate advertising and sales statistics on a national or regional basis, in the final analysis most business is local. His fortunes, therefore, rise or fall depending largely upon the local effectiveness of these outlets. as many as 28 varieties of metals are produced at the New Haven plant according to customers' specifications, which in some instances require metal coils rolled as thin as a sheet of newspaper. When the metal is finished and rolled into coils, Mr. Renken said, they are shipped to outside customers for further manufacture into products or to one of the company's own plants to be made into finished products.

One movie was shown to the group entitled "It's The Counted Pieces That Count" telling the graphic story of the Metals Division.

L. M. Bingham, secretary of the Association, also talked briefly about the objectives of the Manufacturers Association. He also described the kind of economic climate needed in Connecticut to meet competition from other industrial states.

In conclusion, Mr. Metcalf, industrial relations manager, described the broad scope of activities at other divisions of Olin Industries, Inc., the largest individually controlled corporation in the country. He also described the many employee relations programs now operative at the New Haven plant conducted for the benefit of the company's employees.

Distributor	Total Number of	Regular Source	Occasional Source
Designation	Manufacturers Sold	Source	Source
A	35	30	5
В	31	26	5
C	26	21	5
D	17	11	6
E	16	13	3
F	12	10	2
1	17	8	9
G	18	4	14
I	5	4	1
K	4	4	0
H	7	2	5
L	3	3	0
M	3	3	0
N	2	2	0
0	2	1	1

tom group can be rated as providing inadequate sales coverage.

In the foregoing analysis the annual portable tool requirements of each of the 35 responding manufacturing users was learned. Thus it was apparent that some distributors sold only one or two large volume buyers while others seemed to concentrate on a group of small volume purchasers. In either event the sales coverage provided was not sufficiently broad to enable the manufacturer of the tool to obtain a fair share of the total local market.

We

ry

t.

nent.

Interviews with manufacturing users elicited considerable interesting and pertinent comments as regards their distributor sources. Some were referred to as "not aggressive and somewhat old-fashioned," another was reported to "take an hour to handle telephone calls." Delivery requirements of a third were said to be "four days longer than competing distributors." Criticism was also made as regards lack of product knowledge on the part of one distributor's salesmen; and finally, one distributor was said to be "a firm of old men."

#### Women's Club Members Visit Olin Plant

(Continued from page 8)

to the importation of foreign arms through substantial tariff reductions. In conclusion Mr. Schade discussed the steps being taken by the sporting arms and ammunition industry in wild life conservation, as well as its efforts to educate a greater portion of the public to the pleasures of shooting.

#### **Electrical Division Story**

Operations of the Electrical Division were explained to the club members by its General Manager, W. S. Allen, who enumerated the manner in which different types of flashlights and batteries are made in the New Haven plants, and their uses. The batteries, he said, were used on farms, in battery radios, hearing aids, lanterns and government communications equipment.

#### **Metals Operations Explained**

A. G. Renken, plant manager of the Metals Division, told club members that



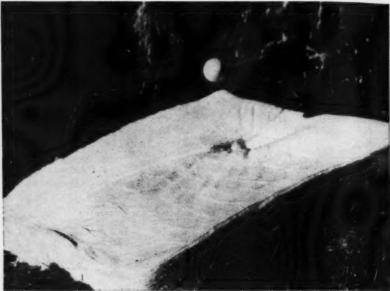
- . EQUIPMENT MOVING
- STEEL ERECTION
- . CRANE RENTAL
- . HAULING & RIGGING

A great variety of equipment, welltrained personnel, and highly developed methods assure your complete satisfaction. Call today —

# ROGER SHERMAN TRANSFER COMPANY 469 Connecticut Blvd. E. Hartford, Conn. TALLEPHONES. HARTFORD BAIDA SPRINGFIELD BAIDA NEW HAYEN MAIN 4-1168 ALBRANY N. 7 12101

## Ever See a Raw Egg Drop 25 Feet and BOUNCE?





(left) THERE GOES THE RAW EGG—from a roof-top 25 feet above the ground. (above) EGG BOUNCES! Photo taken split second after raw egg landed on 2-inch thickness of CELLULINER.

## New cushioning material provides 4 times the packaging protection of Creped Wadding

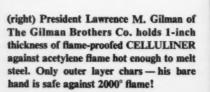
When the Army, Navy and Air Force went hunting for a better protective packaging material last Spring, they found it in CELLULINER, a new product developed after many years of research by The Gilman Brothers Company of Gilman, Connecticut.

Test after test showed that Celluliner had a compressive resilience of 71.4%. Creped wadding, the material commonly used for interior packaging, tests at only 17.8%. Special Gilman processes can also make Celluliner mildew-proof and flame-proof. Today, millions of feet of Celluliner are being used by the Armed Forces.

CELLULINER comes in two basic types: the absorbent type takes up over 16 times its weight in water; the non-absorbent type takes up under 2.4 times its weight and actually floats indefinitely. Both are soft, clean, flexible, chemically neutral (average H-ion concentration 6.8).

Finally, CELLULINER insulates—it's the most efficient barrier to heat and cold ever offered in a commercial interior packaging material.

• Costs are in line. Despite its 300% greater protective capacity, which cuts packing and shipping costs and losses from breakage or damage in transit, CELLULINER costs about the same per square foot as creped wadding. Users get 4 times the protection per packaging dollar or need to use far less material.





## CELLULINER

the amazing new cushioning material SAVES YOU MONEY

...on every package! ...on every shipment!

Whatever your packaging problem-flotation, blocking and bracing, or surface protection, CELLULINER's 300% greater compressive resilience saves you money. You get 4 times the protection of creped wadding! You cut breakage and damage losses, or, since CELLULINER's cost is about the same as creped wadding, you save by safely using far less! And CELLULINER'S resilience lasts! CELLULINER stands up under heavy loads and repeated shocksnever develops "permanent set." That's why Army, Navy and Air Force are using millions of feet-why scores of major U.S. firms specify CELLULINER for all their plants!

#### CELLULINER FACTS

e

h are

eutral

's the

cold

terior

300%

cuts

losses

ansit,

e per

rs get

g dol-

Comes in rolls or sheets 4" to 80" wide, .125" to 2.0" thick—or can be die-cut to any special shape at factory. Faced and backed with tissue, creped Kraft, rust-resistant or anti-tarnish paper, corrugated board, muslin or plastic to meet specific needs in either absorbent or non-absorbent types. Meets or exceeds Fed.Spec.UU-C-843. Can be flame-proofed to withstand acetylene torch temperatures above 2000° F. and/or mildew-proofed to meet or exceed Mil. Spec. MILF-5030. Chemically neutral, won't tarnish, corrode or chemically alter any material or product. Light, clean, soft, flexible, strong.

#### WHAT CELLULINER IS

A precisely manufactured cushioning material, made by special Gilman processes, from cotton, nature's own tubular form of cellulose. CELLU-LINER's very high compressive resilience comes in part from this tubular structure—for the hollow tube is the lightest, strongest, most resilient structural form. Cotton's high insulating capacity helps to make Celluliner the most efficient barrier to heat and cold commercially available in an interior packaging material. Made only by

The Gilman Brothers Company
GILMAN, CONNECTICUT • Est. 1897

Please give CELLULINER.	me more info		
Name			_
Firm			_
Address			
City	Zone_	_State	

#### A Lost Sale Spawned a New Business

(Continued from page 7)

nibs are still hand ground by skilled craftsmen to give them the greatest possible flexibility and individuality.

A recent Waterman innovation is the revolutionary new "Sapphire" pen, a jewel-point pen which writes 90 hours without refilling. Sapphire pen points are the outcome of years of research by the Waterman laboratories. Scores of other jewels and metals were tested and discarded in a search for the smoothest possible writing tip. The sapphires used in the new pen have been machined until they are perfectly round, within limits of one two-millionth of an inch, a precision never before achieved. Once smoothed in this manner, sapphires stay smooth, because they are among the hardest gems in the world to scratch or chip. Equally important, because of a special chemical affinity ink flows over the surface of a sapphire more smoothly than over a steel ball or any kind of metal point. New models are constantly being developed, and the Waterman writing instruments now range in price from \$1 to \$125.

#### A New Management Team

In a dramatic move to insure continued progress and prosperity of the Waterman Company, a new top management team, spearheaded by Robert D. Howse as executive vice-president, has recently been appointed. Mr. Howse, a soft-spoken but vigorous administrator, believes that team spirit is the keynote to success in any business. Already his energy and administrative ability are making the Waterman inkpot boil at a rate that is almost unprecedented.

According to Howse, who made Argus a name to be reckoned with in the camera industry, imagination and industrial know-how combined with coordination are the ingredients necessary to insure continued success in any field. Howse believes he has achieved the necessary integration in his new staff by a system of weekly round-table discussions with key executives. These meetings are productive because everyone contributes his own special knowledge when the team is cracking a production problem or charting the course for a new product. Howse feels that only by this method can the head of each department understand problems particular to each and find the solution that is beneficial to the entire company.

#### **Unique Repair Service**

To be sure that no stone is left unturned, the Waterman plant at Seymour maintains a well-equipped, efficient repair service, staffed by qualified personnel with many years of experience in the pen industry. It takes much more than a knowledge of recent models to run this service because, as evidenced by many requests for repairs on pens 30 or even 40 years old, people become attached to a certain pen and are not always willing to change to a newer model. For this reason, a familiarity with the older pens as well as the materials to repair them are also basic requisites for the artisans working in this department.

#### **World Wide Program**

The foreign operation of the Waterman Company has a fifty-year history of continuous growth, with large plants in London and Paris and Waterman agencies in many other countries. Waterman ink literally "makes its mark around the world." Produced in fourteen countries, the quality and colors are standardized by sample checks in the Waterman laboratories in London or Seymour. Because Waterman realizes that successful international trade is largely the result of international understanding and mutual respect, all the foreign agencies are staffed by natives of the country in which they are located.

#### President Schooled in Company Needs

Sound business practices have been characteristic of the Waterman Company, and in its many years in industry, it has retained not only the respect of the consumer, but of competitors as well. Having actually worked his way up in the family business, Frank D. Waterman understands the needs and problems of the company at all levels. Mr. Waterman travels extensively, visiting branch sales offices in the United States and agents all over Europe.. Production and distribution problems vary from one area to another, and these trips serve to acquaint Mr. Waterman with the individual needs of the company representatives in this country and in Europe. There are more than 1,200 people employed in the combined foreign and domestic operations of the company.

Mr. Waterman is confident that the company will continue to develop and expand as successfully in the future as it has in its seventy years of experience as one of the world's most famous pen manufacturers.



### **TAXATION**

By C. H. SCHREYER

Attorney

#### **Double Taxation of Corporate Income**

THIRTY-THREE states now tax corporations on the basis of net income attributable to the particular state. In the case of interstate sales, the portion of income attributable to a state is derived by applying an allocation formula which varies from state to state. The Connecticut Business Tax employs a three-way formula which is applied to income derived from interstate sales, using the factors of tangible property, wages and sales. Many other states use a variation of this formula, which has come to be known as the Massachusetts formula.

The United States Supreme Court has placed its stamp of approval on the use of any formula which will fairly reflect the portion of a corporation's income attributable to activities within a state

There are three states—California, Pennsylvania and Georgia—which have adopted an allocation formula radically different from that used by most other states. Although they use the same three factors—property, wages and sales—as many other states, the law of these three states provides that in computing the sales factor, practically all sales in which delivery is made in the taxing state shall be attributed to that state, regardless of whether the corporation maintains an office or stock of goods there.

This procedure clashes sharply with that used in most other states. In Connecticut, for example, interstate sales are not attributed to this state unless a corporation maintains an office here at which the sales transactions are chiefly negotiated and executed. Conversely, Connecticut claims all interstate sales of Connecticut corporations except those which are chiefly negotiated and executed at regularly maintained out-of-state offices.

When this Connecticut system,

which is similar in this respect to the systems in use in the great majority of states, collides with the different method of sales allocation used in California, Pennsylvania and Georgia, the result is that many Connecticut corporations find themselves in the unhappy position of having to pay income taxes measured by more than 100% of their incomes. To put it another way, such corporations are subject to double taxation.

This can be demonstrated by a simple illustration. Suppose a Connecticut corporation solicits business in Pennsylvania by traveling salesmen who maintain no office there. The Connecticut law attributes such sales to Connecticut because there is no out-of-state office at which "the transactions giving rise thereto are chiefly negotiated and executed." Likewise, Pennsylvania insists that such sales should be attributed to that state because delivery is made there.

This is a very serious situation for many Connecticut corporations and calls for speedy correction. Probably the best method would be to have the minority states of California, Pennsylvania and Georgia revise their methods of allocating sales to bring them in line with the majority, typified by Connecticut. This would certainly be the fairest solution because many states, including Connecticut, have been using the majority method for many years, while the minority system has come into existence within the last few years. California adopted the system in 1937, Georgia followed the majority plan until 1950 when she shifted to the Cali-



## Tailored To Fit Your Needs

for PREPARED ATMOSPHERE GENERATION in Carburizing . . . . . . . . . Carbon Restoration

Suburban RECOMMENDS Liquid Withdrawal to External Vaporizers
For expert engineering advice without Obligation, CALL:

## SUBURBAN PROPANE GAS CORPORATION

Derby, Conn. 4-2503 Middletown, Conn. 6-5752 Millerton, N. Y. 1 Niantic, Conn. 9-5418

Windsor, Conn. 8-3623 Coventry, R. I. 1-3311 Mt. Kisco, N. Y. 6-5174



Torrington makes small precision metal parts...

better and faster at lower cost to you

of

the po-

neir

uch

ible

ple

corsyl-

ain-

icut

e at rise

ex-

to

ade

for

and

the sylods ine ctirest udthe nile istali-37, For small precision metal parts...pins, pivots, punches, mandrels, needles, awls, blades, blanks, drills...made to your blueprints in any metal, call on TORRINGTON. Eighty-six years of experience with metals assure you quality parts for less than you can make them yourself.

The Standard Plant, home of the Specialties Division, has a daily output of eight to ten million precision metal parts. Automatic machinery of our own design enables us to fill your orders for 1,000 or 1,000,000 parts quickly, economically, and to the tolerances you require. Send us your blueprints for a prompt quotation.



fornia method, while Pennsylvania adopted the same method in 1951.

Unfortunately, however, there seems to be little prospect that the minority states can be induced to abandon their present method. In Georgia, a bill has been introduced in the legislature which would bring that state in line with the majority; however, this plan is almost certain to be opposed by the Georgia Department of Revenue, whose Director of Income Tax Assessments has written several articles in national tax magazines vigorously defending the Georgia method of allocating interstate sales as the fairest method that has been devised.

This problem has also been discussed for many years by the National Association of Tax Administrators, but so far no one has been able to persuade California to abandon her formula in favor of the one used by most other states.

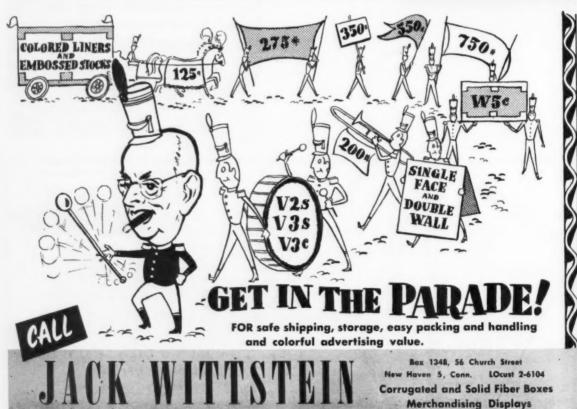
Another possible way for the situation to be brought under control is for the U. S. Supreme Court to declare one or the other of the two methods of allocating interstate sales to be unconstitutional, since the use of both methods

results in double taxation in many cases. Unfortunately, however, both methods have independently received the blessing of the Supreme Court in cases appealed from the courts of different states, including California.

Perhaps that court will someday get another opportunity to tackle this problem again in a case where the issue of double taxation is squarely put before it. This issue was not clearly presented in the California case referred to above in which the Supreme Court affirmed the judgment of the California courts without discussing any of the issues involved.

There is a possibility that a fresh opportunity to clarify the situation may be presented to the Supreme Court in connection with the new Pennsylvania tax. A lower Pennsylvania court has recently sustained this tax in a test case brought by an interstate trucking company. We understand that this case will be appealed to the Pennsylvania Supreme Court, and it may ultimately go to the U. S. Supreme Court for final decision, because of the important constitutional question involved.







ш

## **TRANSPORTATION**

NICHOLAS MAARSCHALK

Traffic and Export Manager

#### **Rail Rates Versus Truck Rates**

ANY people have been severely critical in recent years of the practice of motor carriers adjusting their rates upward without regard to their own costs each time the railroads are granted another general increase by the Interstate Commerce Commission. These people contend that motor carrier rates should be based solely on motor carrier costs and rail rates should be based solely on railroad costs. The basis for this line of thinking lies in the National Transportation Policy which states in part that "it is the policy of the Congress to provide for fair and impartial regulation of all modes of transportation . . . , so administered as to recognize and preserve the inherent advantages of each" and also in the Rule of Rate-Making contained in the Interstate Commerce Act which requires the Commission to consider "the effect of rates upon the movement of traffic by the carrier or carriers for which rates are prescribed."

The adjustment of rates between competing forms of transportation is one of the more difficult problems facing the Commission today. The Commission is fully aware of the problem, however, and this is evidenced by the following statement contained in the Commission's 65th Annual Report to Congress dated November 1, 1951:

"The railroads, in their successive applications for general increases of rates, doubtless have placed some reliance on the possibility of upward adjustment of rates of motor and water carriers. The latter carriers, when parties to these proceedings, have been authorized to make the same increases as were permitted the railroads. Their need for added revenue because of higher costs has not been questioned. A serious problem is presented, however, when an advance in motor rates is

not required by motor-carrier costs. On the other hand, if such rates are not advanced, the resulting spread between rail and motor rates may defeat the purpose of the increase granted the railroads or precipitate reductions of rail charges, with added burdens on traffic not seriously competitive with motor transportation."

Aside from establishing rates for a mode of transportation on the costs of that mode, there appear to be two other possible policies which the Commission might adopt. However, both are objectionable. Under the first policy competing forms of transportation would be permitted to reduce competitive rates to an out-of-pocket-cost basis. The Commission would not interfere with such rate cutting until the rates reached a point where they are below

the out-of-pocket-costs of the carrier concerned. Such a policy would be almost the same as no regulation at all. With practically no regulation severe competition between modes of transportation would tend to focus greater consideration on out-of-pocket-costs since any traffic which at least covers these costs and possibly a little more is better than no traffic at all. Such a policy, however, results in ruinous competition, places an added burden on noncompetitive traffic and would create discrimination between localities.

The second policy would be one of making rates sufficiently high to protect the mode of transportation which has the highest costs. At times the Commission has leaned toward this policy and at other times it has opposed it strongly. Some indication of how strongly the Commission has opposed this policy may be had from the following statement it made: "To direct the low-cost agency . . . to increase its rates would be to disregard the admonition of both the Interstate Commerce Act and the Motor Carrier Act to give due consideration 'to the need in the public interest of adequate and efficient ... transportation service at the lowest possible cost consistent with the furnishing of such service.' It would be regulation in the interest of the highcost agency rather than in the public interest." Petroleum and Petroleum Products, California to Arizona 241 ICC 21 (43). In Seatrain Lines, Inc., versus Akron, Canton and Youngstown

## Industrial Building & Financing

We will build for satisfactory tenants on a Long Term lease basis.

We also specialize in large Industrial and Commercial Real Estate Mortgage Loans.

> Mortgage Loan Correspondent for The Mutual Benefit Life Insurance Co.

#### GEORGE M. BILLINGS & CO.

45 East Putnam Ave., Greenwich Tel. 8-3022 36 Pearl St., Hartford Tel. 2-1644

## CONNECTICUT BRAKES



#### A COMPLETE LINE OF BENDING BRAKES

FOR

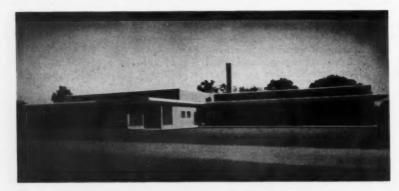
GENERAL SHEET METAL WORK—MAINTENANCE EXPERIMENTAL WORK — PRODUCTION RUNS

- ALL-WELDED STEEL CONSTRUCTION
- ACCURATELY MACHINED
- REPLACEABLE BRONZE WEAR PARTS
- QUICK AND EASY ADJUSTMENTS
- Hardened ADJUSTING SCREWS & PARTS

WRITE FOR CATALOGUE AND PRICE LIST

W. WHITNEY STUECK, INC.

OLD SAYBROOK, CONN.



• CREATORS AND PRODUCERS OF ADVERTISING AND PRINTING FOR SALES PROMOTION • DEALER AND DISTRIBUTOR MERCHANDISING PROGRAMS • ILLUSTRATING, LAYOUT, COPYWRITING • SALES AND

ADVERTISING COUN-SEL • DIRECT MAIL ADVERTISING.



THE TAYLOR & GREENOUGH CO. WETHERSFIELD 9 CONN

Ry. Co., 243 ICC 199 (214) in discussing that part of the Rule of Rate-Making dealing with the effects of rates upon the movement of traffic by the carrier or carriers for which the rates are prescribed, the Commission stated that the meaning "seems to be that no carrier should be required to maintain rates which would be unreasonable, judged by other standards, for the purpose of protecting the traffic of a competitor."

How soon we will reach the point where each form of transportation will perform the services for which it is best suited will depend largely on the policies developed by the Commission. In view of the Commission's statement contained in its 65th Annual Report to Congress, it is reasonable to assume that motor carriers will be allowed to increase their rates each time the railroads are granted an increase until such time as the Commission finds a better solution.

#### Observations on German Labor-Management Relations

(Continued from page 11)

many of the activities which are presently performed by the top management group. Top management needs to be relieved of many of the details with which they are now being burdened. Top management needs to have more time for planning and training for the future well-being of industry.

#### Socialistic Thinking of Unions

The following are a few words concerning the union organizations in Germany:

The members of the German unions appear to be using their unions to bring about political and legislative changes favorable to the workers.

Wage negotiations are carried on by the unions with employers' associations on an industry-wide basis, the level of wages varying in various regions of the country. Individual companies do not negotiate wages at a company level with the unions. However, some wage scales may be set higher than the regional level after discussion with the Workers' Councils. The Workers' Councils wield a substantial amount of influence in those affairs of the industry in which they are allowed participation.

The new Law of Codetermination, which was to be put into force just following our trip, regulates the wage earners' and salary workers' right to codetermination in establishments, in regard to social, personnel and economic matters. This Law may be found to be very detrimental to the future of the German Federal Republic. I am sure that money available for investment in Germany will not be placed there, due to this Law.

1156

ate-

ates

the

ates

ton

no

tain

ble,

our-

m-

oint

will

is

the

on.

ent

noc

ime

to

ail-

uch

tter

ın

resiges to vith

ore the

15

on-

ier-

ons

ing

iges

ons l of

the

not

evel

age

re-

the

flu-

n.

As I understand the Law, it provides, in certain basic industries, that onethird of the members of the Board of Directors must be representatives of the employees. It provides also that the employees can elect persons from outside the establishment and that they have equal status with the other members of the Board who are representing their own money invested in the company or the money of stockholders invested in the company. This Board actually dictates the whole policy of the company—the products to be manufactured, the location of manufacture, and all other phases of the operation of a business. This whole arrangement looms as a dangerous thing.

I discovered that unions representing

those other than white-collar workers were quite Socialistic in nature. The union people inferred that the government ought to control the basic industries of the country. This, of course, is a very disturbing factor. Undoubtedly, the industrialist (managers of industry) are not doing enough to convince these people that their approach is wrong and that free enterprise and capitalism would better the situation for everyone concerned.

Germany is a much more beautiful country than I had imagined, and it is rich in cultural and educational background. The people seemed friendly and willing everywhere and one thing is certain—they surely know how to work, and work hard!

I should like to say that our contacts in Germany showed us every courtesy and patience and that no questions were barred. They seemed eager to have us cover as completely as possible all fields of our interest. I shall remember gratefully the intensive planning and the tremendous amount of energy and effort which went into preparing our intricate program and the innumerable details which combined to make the expedition exceedingly fruitful.

## "Federal" Wiping Cloths

For Every Cleaning and Polishing Job in Industry

Washed and Sterilized in Our Own Laundry

Wiping Towel Rental Service

Cheese Cloths New and Washed

TEL. NEW HAVEN LOcust 2-9929



MEMBER
MANUFACTURERS
ASSOCIATION OF
CONNECTICUT, INC.

## FEDERAL TEXTILE CORPORATION

EAST AND WATER STREETS
NEW HAVEN, CONNECTICUT





Perhaps you have considered microfilming your essential records but have been reluctant to do so because of the expense of equipment, need for trained personnel, and inconvenience involved, or because of legal aspects.

Our complete service offers you the advantages of microfilming at reasonable cost. Expert technicians, utilizing the most modern equipment, do the actual filming either at our New Haven laboratory or on your premises. We are also authorized sales and factory trained service representatives for the complete line of Eastman Kodak microfilming equipment.

Our completely equipped mobile unit permits us to film "on location" without tieing up your facilities or disrupting office routine. We have complete laboratory facilities for reproducing documents or drawings from microfilm images. We are Connecticut's largest microfilm organization providing complete contract microfilming service and sales and mechanical service on equipment.

We invite your inquiry and will be glad to submit a quotation on your require-

ments at no obligation. We are cleared for security.

#### AMERICAN MICROFILMING SERVICE CO.

412 Temple St., New Haven, Conn.

Tel. SPruce 7-3657



## SPOTLIGHT ON THE FUTURE\*

By R. C. SWANTON

Director of Purchases,

Winchester Repeating Arms Company,

Division of Olin Industries, Inc.

#### **General Business Conditions**

THE Purchasing Agents' Survey indicates industrial business in April, normally a month of seasonal pickup, is holding previous gains, and there has been a slight increase in new orders and production. Prices are developing a sidewise movement, with a more pronounced trend to a buyers' market. Foreign offerings are having a depressing effect on several basic commodities.

Unworked material inventories are again on a downward course, following the leveling off reported last month. Employment is holding high but overtime is receding. A number of work stoppages this month have been of short duration.

The reports of defense order cancellations, cutbacks and stretch-outs have not, so far, had much effect on raw material supplies.

Purchasing Agents are almost apathetic to the Russian change of pace with proposals for a Korean truce and peace talks. Except for a further tightening of the cautious buying policy, their attitude is "wait and see." The present momentum is expected to carry general business through the next two months at a high rate, and this is confirmed by the predominant procurement policy which is in the midrange between 30 to 90 days.

#### **Commodity Prices**

The trend of industrial material prices is up, but at a creeping pace. The spurt that followed price decontrol last month appears to have spent itself. The movement is more sidewise, as the forces of supply and demand press toward buyers' markets. Sellers of fabricated items, endeavoring to encourage long-term volume commitments to support high break-even points, are making concessions. Foreign materials, heretofore sold on a spot basis, are now seeking continuing business and affecting domestic prices.

#### **Inventories**

Industrial purchased material inventories, which had a tendency to level off last month, have taken a slight dip in April. This is a normal condition as Spring and Summer production schedules get into full swing. Short ordering policies continue to grow. Very few materials are now in critical short supply. The cautious view on inventories is expected to continue until prices show a more definite trend.

#### **Employment**

Employment still holds high in April. Overtime is being reduced. All types of skilled help is scarce. Trained office people are hard to find. A smattering of strikes around the county are mostly of short duration. Outdoor employment is taking up the slack in some areas.

#### **Buying Policy**

Hand-to-mouth to 90 days continues to be the principal forward market view of most industrial purchasing agents. Within that bracket, 30 to 60 days is the predominant coverage. Balanced inventories, easy availability, and a cautious attitude toward the current price structure influence this policy.

#### **Specific Commodity Changes**

In number reported, there were more ups than downs this month. In the degree of change, the decreases were heavier:

Up were: Alcohol, bearings, benzol, bolts, borax, cement, chain, coke, detergents, steel containers, dyestuffs, electric lamps, motors, controls, fuel oil, glass bottles, manila rope, plastic moldings, newsprint, pigments, rivets, soda ash, sulphur, typewriters, valves.

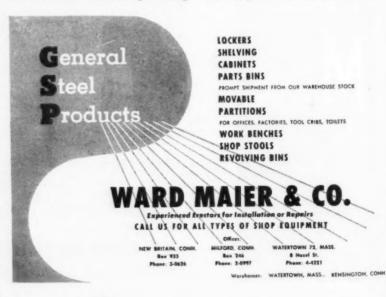
Reported down: Automobiles, building supplies, burlap, coal, foreign and secondary copper, food, lead, leather, foreign wood pulp, rubber, soap, solder, textiles, tin, tires, wool, zinc.

Hard to get: Some grades of aluminum, cement, glycerin, molybdenum, polyethylene, toluol, wire.

Easing up: Copper, nickel, some steel, building supplies, edible oils.

#### Canada

Canadian industry is rolling up a record of high business. Some feel it has about reached its crest. Order and production gains for April are at a higher rate than in the United States. Prices have not come up as much but more increases are expected. Inventories are being reduced and balanced. Employment is up again. Buying policy, still of longer range than in the United States, is being cut back as availability of materials increases.



<sup>\*</sup> Composite opinion of the purchasing agents who are members of the NAPA Business Survey Committee, whose chairman is R. C. Swanton.



## Now...permanently buoyant floats!

Spongex Cell-Tite floats of hard cellular rubber eliminate float troubles. The Spongex Cell-Tite structure of myriad non-interconnecting cells assures no leaks, no absorption; provides permanent buoyancy that soldered metal floats cannot guarantee, nor porous floats maintain.

15

but

itoed. oolthe

> Spongex Cell-Tite is solid, rigid and strong yet light in weight. It is highly resistant to

aromatic fuels and temperatures up to 250°F. Buoyancy is determined by varying its density. This saves the costs of retooling when flotation needs are altered.

Spongex Cell-Tite floats are but one of the many cellular materials we furnish industry. Perhaps your need is for cord, tubing, strip, rolls, die-cut shapes or molded forms. Write to us today; we'll be glad to help.

Hard Spongex Cell-Tite is available in slabs or simple molded forms.

SPONGEX Cellular Rubber

for cushioning, insulating, shock absorption, sound and vibration damping, gasketing, sealing, weatherstripping and dust proofing.

THE SPONGE RUBBER PRODUCTS COMPANY

646 Derby Place, Shelton, Conn.

## BUSINESS TIPS

from

School of Business Administration University of Connecticut

#### A Letter to a Small Industrialist

By CHARLES E. LEE, Assistant Professor of Marketing, School of Business Administration, University of Connecticut, Storrs

EAR JIM: It may be the fresh grass on the lawn, the birds in the trees or the flowers on my desk, but somehow, the "new look" that goes with spring, comes to my mind as I think of writing to you and I believe I'm beginning to understand why. Let me tell you

Competition may be the life of trade,

but to the modern industrialist a "new look" is the life of competition. Take a look around you-new products, new methods, new materials, new uses, and new firms. If you don't believe what you see examine the statistics-in the last ten years the business population has increased by more than a million firms-it is now past the four million mark. That means new production. Of

course, growth has varied from year to year and from industry to industry but the trend is up-more new firms were formed in 1952 than in any other year since World War II. What does that mean to you, your firm, and industry in

Well, suppose we get at it this way. In the last ten years we've heard a lot about a new concept of competitionone that has worked its way into the thinking of the business man, the teacher and the courts. For lack of a better term it is called "effective," or sometimes "workable" competition, but in any language, it is an attempt to describe in realistic phrases the ever changing, fast moving type of competition faced by the modern industrialist. As I get it, its major characteristic is exemplified by a ceaseless endeavor to expand markets-not just one market or one's own market, but all markets. Can this be done? Well, of course there are difficulties, but advertising helps, in fact, it is essential to the process, but only insofar as it is "effective" in promoting the production of relatively more goods at a lower price, or more and better goods and services, at the same price. But prices are not a major factor in this kind of competition, and while they should not be fixed and unchangeable, they should have sufficient stability to permit planning and budget making by your firm.

Effective competition is concerned, however, with quality and service in the public interest. This means, your industry must be progressive—it must push new methods and new products; it must move toward greater output at lower cost and it must give the consumer a large share in the benefits of increased efficiency. In other words, to compete effectively, industry must facilitate economic progress, economize in the use of scarce resources and do these things with prices flexible enough to stimulate adjustment in the social structure. The latter is highly essential in our type of economy, if serious maladjustment is to be avoided; some students of the subject believe that this feature of effective competition must prevail if the private enterprise system is to endure.

Of course, you are aware of the fact that a progressive and dynamic economy may be maintained only if there is freedom for any and all business to enter new fields, devise new trade practices or customs and discard old ones. If you wish to keep free of bureaucracy and socialism there can be no artificial or collusive restraints on innovation and

(Continued on page 64)

## MATERIAL HANDLING EQUIPMENT

HOLM-HANSEN

FAIRFIELD, CONN. TEL. 9-1728









HAND TRUCKS



TOTE BOXES



STANDARD MATERIAL HANDLING EQUIPMENT

DROP US A LINE OR CALL AND OUR REPRESENTATIVE WILL CALL

**Connecticut Representative For** CONVEYOR SYSTEMS INC. LANGLEY MFG. CO.



CONVEYOR SYSTEMS





CASTERS



HOISTS





DOCK BOARDS



For the temple bow illustrated, Sunware Products Inc., New Britain, Connecticut, makers of Rayex Sun Glasses, formerly used ordinary drawing brass and finished this part by hand buffing—one at a time.

This was a costly procedure, so a switch was made to Formbrite\*...then a happy thought occurred:

With Formbrite's superfine grain structure and added surface hardness, why not *tumble* these bows—by the thousands.

It was as simple as that. Formbrite's clean, smooth surface produced a jewelry finish—ready for gold-plating and lacquering. Since these bows are produced by the millions, the savings effected were substantial.

Formbrite, just in case you haven't heard, is a superior drawing brass. Comparative tests

prove conclusively that the superfine grain structure of this specially processed forming brass means stamped and formed products that are stronger, harder, "springier" and more scratch-resistant. Yet the metal is so ductile that it can be readily formed, drawn and embossed.

Time studies made of finishing operations have shown that a bright, lustrous finish ordinarily can be obtained by a simple "color buffing" operation—or by tumbling, if the product lends itself to this method.

And yet, Formbrite costs no more. Convince yourself that Formbrite is the metal for your product. Write for Publication B-39. Address The American Brass Company, General Offices, Waterbury 20, Conn. In Canada: Anaconda American Brass Limited, New Toronto, Ontario.

Formbrite Reg U. S. Pal. Of.

y but were year that ry in way.

a lot onthe the the of a , but o deever petialist. tic is or 10 arket kets. there os, in , but proively more the najor and uncient dget rned, n the r inmust ucts; ut at ımer eased pete ecouse

ings

imu-

ture.

type

nt is

sub-

ctive

vate

fact

omy

free-

enter

tices

you

and

d or

and

an ANACONDA Product made by The American Brass Company

UNFAILING PERFORMANCE GUARANTEED



# HOLO-KROME Completely Cold Forged SOCKET SCREW PRODUCTS



Available through Authorized Holo-Krome Distributors.

THE HOLO-KROME SCREW CORP., HARTFORD 10, CONN., U.S.A.

## **ACCOUNTING HINTS**

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

#### **Reconciling Dividend Accounts**

THE PROBLEMS encountered in paying dividends are neither complex nor numerous, the most frustrating being the reconciliation of dividend accounts. This latter problem varies in degree with the number of stockholders involved, the frequency of dividend payments and the number of different classes of stock on which dividends are paid. In many of our larger corporations this problem of reconciling dividend accounts is a major one because these corporations:

- 1. Pay dividends quarterly
- 2. Have upwards of 100,000 stock-holders
- 3. Have at least a common and preferred stock issue.

A method has been devised to cope with the payment of dividends and the reconciliation of dividend accounts which reduces errors and simplifies the reconciliation work tremendously. It is known as the "share group" method.

The share group method, as its name implies, is one whereby the records are maintained in alphabetical order by groups of shares held. Thus, there is the first group of stockholders all of whom own one share of stock; there is the second group all of whom own two shares of stock, etc. A file of addressograph plates is maintained to coincide with this breakdown and is used, among other things, to prepare dividend checks.

A three position addressograph machine is used to prepare the dividend checks, the first position being the name and address of the stockholder, the second position for the amount of the check and the third position being a locked-in signature plate. The plate for the amount of the dividend check is inserted and used to handle the entire share group. Thus, if the quarterly divi-

dend is 60¢ per share, then a plate reading \$.60 is placed into the machine and the checks prepared for all stockholders owning one share of stock. The second group, those owning two shares, is run off next and the amount plate changed to one reading \$1.20, etc.

The number of stockholders and, therefore, dividend checks is predetermined by share groups so that a further control by check numbers is maintained. The checks which are fed into the machine individually are a hard tabulating type card and are prepunched as to dividend number and check number. Every day the bank sorts the checks which have been cashed, first by dividend number and then by check number. This sorting by dividend number enables the bank to charge the proper dividend account accurately and has eliminated the problems they encountered under the old manual procedure wherein the wrong account was charged. It should be noted here that the dividend number varies quarterly and that a separate series of numbers is used for each class of stock. The checks, after having been sorted into numerical sequence, are placed into a collator together with a master deck of check numbers. The unmatched master cards are then listed and forwarded to the company for reconciliation purposes. This listing of check numbers represents the outstanding checks for that particular dividend and the reconciliation is had by adding the number of checks falling into each of the share groups and multiplying that by the amount of the dividend applicable to each of the share groups. For example, the series of check numbers assigned to share group number one (1) might be checks numbered 1 to 262. Thus, the number of checks appearing

(Continued on page 51)

#### MORRISSEY & CHENEY

Insurance

GERARD MORRISSEY BENJAMIN CHENEY E. LEONARD CLARK

INSURANCE CONTROL
FOR
INDUSTRIAL AND COMMERCIAL
ACCOUNTS

163 ASYLUM ST., HARTFORD, CONN.

#### S-E-MUCHEMORE ASSOCIATES

CONSULTING ENGINEERS

P.O. Box 1166 Stamford, Connecticut

INDUSTRIAL—STRUCTURAL
MECHANICAL—ELECTRICAL
AIR-CONDITIONING

INVESTIGATIONS—REPORT'S
DESIGN & CONSULTATION
ON INDUSTRIAL PLANTS

Serving Industry for 25 years

# ALLEN RUSSELL & ALLEN

31 Lewis St. Hartford, Conn.

Insurance

Over 40 Years of Service to Connecticut Manufacturers

## **BUSINESS PATTERN**

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

THE INDEX of general business activity in Connecticut is estimated at 26% above normal for February. This is one percentage point above the preceding month and three points below the corresponding month of last year. The business index has moved within a narrow six point range throughout the last seventeen months and during that period has averaged +26%, the same as the current standing. During February employment, freight shipments and construction activity reflected moderate improvement whereas manhours were about the same as in January and cotton mill activity declined slightly. The United States index of industrial activity, at an estimated 16% above normal in February. continued at about the level of the past few months.

The February index of employment in Connecticut factories rose one percentage point to an estimated 23% above normal. Although the employment index has remained practically

unchanged during the past twenty-one months, the current slight increase places it at the highest point since February 1947. The following table shows a comparison of Connecticut employment figures, at this season of the year, for the past six years and gives an indication of the changing employment situation during that period.

Year	Manufacturing Employment	Non-Manufacturing Employment
Feb. 1947	426,000	344,000
Feb. 1948	418,000	355,000
Feb. 1949	378,000	368,000
Feb. 1950	356,000	366,000
Feb. 1951	420,000	388,000
Feb. 1952	435,000	402,000
Feb. 1953	450,000	409,000

The above figures, taken from reports prepared by the State Department of Labor, show that manufacturing employment was good in 1947 and 1948

reflecting heavy post-war production, fell off during the 1949 recession, then rose sharply in the early months of the Korean War, and since then has increased moderately to its present 450,-000. Non-manufacturing employment. on the other hand, has experienced a relatively steady growth throughout the last six years to reach 409,000 in Feb-

In February the index of manhours worked in Connecticut factories is estimated at 33% above normal, the same as in January. Average hours worked per week in Connecticut factories were 42.8 compared with 42.9 last month and 42.3 a year ago. Average weekly earnings for production workers rose to \$74.45 in February against \$74.32 in the preceding month and \$69.80 in the corresponding month of last year. Basic hourly earnings at \$1.65 were one cent higher than in January and compare with \$1.55 a year ago.

The index of freight shipments origi-

Total

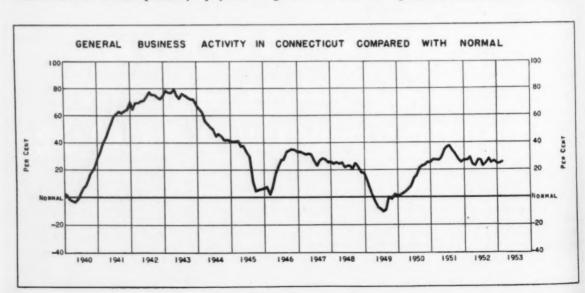
Non-Agricultural

Employment

770,000

355,000	773,000	
368,000	746,000	
366,000	722,000	
388,000	808,000	
402,000	837,000	
409,000	859,000	

nating in eight Connecticut cities is estimated at 3% above normal in February, a gain of two points over the previous month. In the first two months



of this year total tonnage shipped from all eight locations was about 9% less than the amount forwarded in the corresponding period of last year. Loadings of revenue freight for the country as a whole, as reported by the Association of American Railroads, was approximately 8% below the volume handled in the first two months of 1952.

tion.

then

f the

in-

nent.

ed a

Feb-

ours

esti-

same

rked

were

onth

ekly

rose

32 in

n the

Basic

cent

pare

rigi-

tural

es is

Febthe onths

nt

The February index of construction work in progress advanced for the second successive month to an estimated 85% above normal placing the index at the same level which obtained at this time last year. An increase in the volume of building contracts awards for residential construction during the past two months was largely responsible for improvement in the index. Non-residential building has reflected little change in activity throughout the last several months.

In February the index of cotton mill activity in Connecticut is estimated at 6% above normal compared with +8% last month and +14% a year ago. So far this year 8,800 bales of cotton have been consumed by the mills in this State against 10,200 bales in the first two months of last year. Spindle

hour activity has also declined this year dropping to 220 million hours from 234 million in January and February 1952.

In January the consumer's price index, published by the Bureau of Labor Statistics, declined slightly for the second consecutive month to 113.9 (1947-49=100). The Bureau's wholesale commodity index advanced in January to 109.9 (1947-49=100) after having experienced four successive monthly decreases.

#### **Accounting Hints**

(Continued from page 49)

on the listing with numbers less than 263 are determined and found to be 45 in total. This is multiplied by the amount of the dividend to which one share is entitled, i.e., \$.60, and the result  $(60 \not\in x \ 45)$  \$27.00 is outstanding. This procedure is followed through the entire listing and the amount outstanding is determined. This should also be the balance in the dividend account.

The procedures outlined above may be modified or extended to cover individual needs and other types of mechanical equipment may be used but, the share group scheme is essential to the simplification of reconciling the dividend accounts.

#### What Could History Teach Us

(Continued from page 5)

real. It seems essential that each one of us who can appreciate history's lesson should show, by example and teach by word, that the future of the American standard of living and its continuing progress depends not on the cleverness of our leaders, not on their and our ability to outsmart the other fellow, but solely on the ability of each one who lives and works here to do the little bit more—the little bit more which means the difference between getting something for nothing and building up to even greater levels than those which were started by our predecessors. They built for themselves and for us. Let us build for ourselves and the future.

## fast . . convenient

- \* BONDERITE
- \* PARCO COMPOUND
- \* PARCO LUBRITE

#### jobbing service for Connecticut Manufacturers

A complete jobbing service for Parker rust proofing and metal finishing processes is only a few hours distant from any Connecticut manufacturer. This fast, convenient service is available to both large and small manufacturer—for special jobs or on contract basis.

For complete information write or phone

Clairglow Manufacturing Company

Portland, Connecticut

- ★ BONDERITE—corrosion resistant paint base for iron, steel, zinc, aluminum or cadmium surfaces.
- ★ PARCO COMPOUND—rust resistant for iron and steel castings, forgings, stampings or wire products.
- ★ PARCO LUBRITE—wear resistant for iron and steel friction surfaces.

ADVERTISING AGENCIES THE RENDERED LEADING

0



Edward Graceman & Associates

Advertising · Sales Promotion · Public Relations

983 Main Street · Hartford, Conn.

DEALER HELPS . CATALOGS . DISPLAYS .

THE F. W. PRELLE COMPANY

R

ECT

Z

Established 1934 Edvertising

95 ELM STREET HARTFORD, CONNECTICUT TELEPHONE: 7-3233

PRODUCT LITERATURE . TRADE PUBLICITY .

ADVERTISING AGENCY

A complete, competent personal agency service with branch offices in all key markets in the U.S.A.

11 ASYLUM ST. HARTFORD, CONN.





Personalized Service backed by Practical Experience

> NEW BRITAIN CONNECTICUT Telephone 3-3676



THESE THREE SPACES ARE AVAILABLE TO

CONNECTICUT ADVERTISING AGENCIES

ASK FOR RATES

THE MANUFACTURERS ASSOCIATION OF CONNECTICUT 928 FARMINGTON AVENUE WEST HARTFORD

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings purchased by Connecticut manufacturers. Interested buyers may secure further information by writing this department. Connecticut manufacturers desiring to list their products in this department should write the Editor for listing rates.

(Advertisement)

products in this department should v	vrite th
Accounting Forms Raker-Goodyear Co The New Haven	Conn M
page.	
Underwood Corporation Bridgeport	Broad B
Underwood Corporation Bridgeport	Permate
Advertising Specialties	
H C Cook Co The 32 Beaver St Ansonia Halco Co New Haven	Auburn
Waterbury Companies Inc Waterbury	Raybesto
Russell Mfg Co Middletown	(brake
Airline Manufacturing Company The Warehouse Point	Colt's 1
Warehouse Point	
Spencer Turbine Co The Hartiord	Greist ?
Air Conditioning	Han-De
Norwalk Airconditioning Corp The (forced air	(Sma
heating units oil fired) South Norwalk	J H Se Wallace
Air Impellers	Corp
The Torrington Manufacturing Co Torrington	
Sikorsky Aircraft Division United Aircraft Corporation (heliconters)  Reidenort	Wiremo
Corporation (helicopters) Bridgeport	D
Aircraft Accessories	Bristol
Chandler Evans Division Niles-Bement-Pond	numic
Co (jet engine accessories, aircraft carbu-	Kilbour
retors, fuel pumps, water pumps and Protek plugs) West Hartford	sories
Hamilton Standard Div United Aircraft Corp	Raybest
(propellers and other aircraft equipment)	(brak
Manning Maxwell & Moore Inc (aircraft pres-	packi
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems)  Stratford	Metropo
Aircraft Instruments	
Gorn Electric Company Inc Stamford	Russell
Aircraft—Repair & Overhaul Airport Department Pratt & Whitney Aircraft	121- 34
Airport Department Pratt & Whitney Aircraft	Eis M chani
Division Rentschler Field East Hartford	
United Airports Div United Aircraft Corp Rentschler Field East Hartford	Raybest
Alexanda Ward Familiana	(brak
United Manufacturing Company Hamden	Scovill
	Dispe
Wiremold Co The (Retractable) Hartford	D: 36
Air Heaters-Direct Fired	Eis Ma
Peabody Engineering Corporation Stamford	
	Waterb
Consolidated Industries Inc West Cheshire	
Consolidated Industries Inc West Cheshire Eastern Malleable Iron Company The	Americ
Naugatuck	
Newton-New Haven Co 688 Third Avenue	137
Charles Parker Company The West Haven Meriden	Watert
Aluminum Forgings	Abbott
Consolidated Industries Inc West Cheshire	ing)
Scovill Manufacturing Company Waterbury 91	Hartfo
Aluminum Ingots	burn
Lapides Metals Corp New Haven	Alum Kilian
Aluminum Lasts	
United States Rubber Company Shoe Hard-	Page-1
ware Division Waterbury	Farrel
Aluminum Paint	Abbatt

Baer Brothers

Baer Brothers

**Aluminum Paste** 

Aluminum—Sheets & Colls
United Smelting & Aluminum Co Inc
New Haven

Remington Arms Co Inc and Peters Cartridge
Div Bridgeport
Winchester Repeating Arms Company Division
Olin Industries Inc New Haven

Anodizing—Aluminum
All Brite Chemical Co (also coloring) Oakville

Conn Metal Finishing Co

Stamford

Hamden

S

E.

5 .

DIRECT MAIL

REET CONN, 7-5719

3

1	write the Editor for listing rates.
1	Anodizing Equipment Conn Metalcraft Inc New Haven
t	Apparei Fabrics-Woolen & Worsted Broad Brook Company Brood Brook
	Artificial Leather
	Permatex Fabrics Corp The Jewett City  Asbestos
1	Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)
	Asbestos & Rubber Packing Colt's Manufacturing Company Hartford
t	
rk	Assemblies—Small Greist Manufacturing Co The New Haven Han-Dee Spring and Manufacturing Co The (Small) Hartford JH Sessions & Son Bristol Wallace Barnes Co The Div Associated Spring Corp
n	Auto Cable Housing
t	Wiremold Company The Hartford
t	Automatic Control Instruments  Bristol Co The (temperature, pressure, flow, humidity, time)  Waterbury
d	
k	Automobile Accessories
d	Kilbourn-Sauer Company (lights and other accessories) Fairfield
p	Raybestos Div of Raybestos-Manhattan Inc The (brake, lining, rivet, brass, clutch facings,
S	packing) Bridgeport
r	Automotive Bodies
d	Metropolitan Body Company Bridgeport  Automotive Friction Fabrics
d	
ft	Eis Manufacturing Co (Hydraulic and Me- chanical) Middletown
d	Automotive & Service Station Equipment Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) Bridgeport
n	
d	Els Manufacturing Company Middletown
d	Badges and Metals Waterbury Companies Inc Waterbury
re	American Paper Goods Company The
k	Kensington
n	
re	Abbott Ball Co The (steel bearing and burnish- ing) Hartford
)1	Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless
281	aluminum)  Kilian Steel Ball Corp The  Hartford  Hartford
d-	
rd	Barrels Abbott Ball Co The (burnishing and tumbling)
	Hartford Steel Ball Co The (tumbling)

Waterbury Companies Inc (metal)	Waterbury
Bearings Fafnir Bearing Co (ball) New Departure Div of General M	New Britain lotors (ball)
Norma-Hoffmann Bearings Corp roller)	Bristol (ball and Stamford
Bellows	
Bridgeport Thermostat Company In	nc (metallic) Bridgeport
Bridgeport Thermostat Company I	nc
	Bridgeport
Bridgeport Thermostat Company I	nc
	Bridgeport
Bells	. **
Gong Rell Co The	ast Hampton
	ast Hampton ast Hampton
Belt Fasteners	
Saling Manufacturing Company (paligning)	Unionville
Belting	**
Russell Mfg Co The	Hartford Middletown
Hartford Belting Co Russell Mfg Co The Thames Belting Co The	Norwich
Bends-Pipe or Tube National Pipe Bending Co The 160 River St	
Bicycle Coaster Brake	-
New Departure Div General Motor	rs Corp Bristol
Bicycle Sundries New Departure Div General Motor	rs Corp Bristol
Colonial Board Company	Manchester
Biological Products Ernst Bischoff Company Inc	Ivoryton
Blacking Saits for Met	nle
Enthone Inc Mitchell-Bradford Chemical Co	New Haven Bridgeport
Blades	
Capewell Manufacturing Company Division (hack saw and band saw	Metal Saw Hartford
Blankets—Automatic General Electric Company	Bridgeport
Bleaching, Dyeing, Printing of United States Finishing Company fabrics)	The (textile Norwich
Howard Company (cupola fire clay	) New Haven
Colonial Blower Company Spencer Turbine Co The	Plainville Hartford
Blower Systems Colonial Blower Company Ripley Co	Plainville Middletown
Blueprints and Photos Joseph Merritt & Co	Hartford
Bigelow Co The	New Haven

Bolts and Nuts
Blake & Johnson Co The (nuts machine screwbolts, stove) Waterville
Clark Brothers Bolt Co Milldale
O K Tool Co Inc The (T-Slot)
33 Hull St Shelton

Portland

Clairglow Mfg Company

Beads and Buttons

Batteries
Bond Electric Corporation Division of Olin
Industries Inc (flashlight, radio, hearing aid
and others)
Winchester Repeating Arms Co Division of
Olin Industries Inc (flashlight, radio, hearing aid and others)
New Haven

Hartford Steel Ball Co The (tumbling)

Bathroom Accessories
Autoyre Company The
Charles Parker Co The

Conn Metalcraft Inc

Barrels-Tumbling

Hartford

Oakville Meriden

New Haven

Revetille Mr. Got (cotte), another advanced point of the product o			
Formula   Fault   Fa	Scoville Mfg Co (steel, anodized aluminum)	American Brass Company The Waterbury Bridgeport Brass Co Bridgeport	General Electric Company Bridgeport
Gart Company Les Robort  Alchine Manusfacturing Cosposing (steel boxes— Alchine Company The Robort Company The Ro	Lydall & Foulds Paper Co The National Folding Box Co Inc New Haven	Plume & Atwood Mfg Co The Thomaston Scovill Manufacturing Company Waterbury 91 Western Brass Mills Division of Olin Indus-	Andrew B Hendryx Co The (bird and animal) New Haven
Artine Manufacturing Company (tured boxes, and the company of tured boxes, and the company of tured boxes, and the company of	Gair Company Inc Robert Montville New Haven Pulp and Board Co The	Brick-Building	American Cam Company Inc Hartford
cach, security, bond, tool, tool, tool and stand secold. Caragiow Mag Company (need as the control of the company) Portland Connectical Container Corporation New York New State Card Clothing Card Container Corporation New Haven State Card Clothing Card Clothing Card Container Corporation New Haven Card Clothing Card Container Card Clothing Card Cloth	Boxes		Canvas Products
Card Company in Resident Correlated and Card Card Card Card Card Card Card Car	cash, security, bond, tool, tool kit and special	Howard Company New Haven	Capacitors Electro Motive Mfg Co Inc The (mica & trim-
Warren Pros Co The (Acetaic, Paper, Acetaics and Paper Cook Bindeport on the Bridgeport Box of Bridgeport in the Bridgeport Bridgeport In City Lumber Cot Bridgeport in the Bridgeport Bridge City Lumber Cot Bridgeport in the Bridgeport Bridge City Lumber Cot Bridgeport in the Bridgeport Bridge Bridgeport Bridge Bridgeport Bridge Bridgeport Bridge Bridgeport Bridge Bridgeport Bridge Bridgeport B	solid fibre shipping containers) Montville	Beight Wise Goods	mer) Willimantic  Card Clothing  Standard Card Clothing Co The (for textile
Boxes and Crates  Browne Powders  Browne Powde	fitted tool and tackle boxes)  Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display,	Broaching	Carpenter's Tools
Bease—Metal  Wertram Mg Co (Bond and Steurity, Cahe and Ullithy, Farenam Files and Dirawr  Bound of Dirawr  Bound of Steurity, Cahe and Ullithy, Farenam Files and Dirawr  Bound of Dirawr  Bound of Steurity, Cahe and Ullithy, Farenam Files and Dirawr  Bound of Steurity, Cahe and Ullithy, Farenam Files and Dirawr  Bound of Steurity, Cahe and Dirawr  Bound of Steurity, Cahe and Dirawr  Bound of Carpet Steurity, Cahe and Carpet Steurity,	Boxes and Crates		Carpet Cushion
Merriam Mg Co Bosses—Paper—Polding Atlantic Carton Corp Bridgeport Paper Dock Co Bart Hampton Sandy Hock Folding Cartons Incorporated (taped, folding) Versality Response Folding Bax Co Inc Capter folding) New Haven Robertson Faper Box Co Warner Broad Co Response Folding Bax Co Re	Bridgeport	Brooms-Brushes	Sponge Rubber Products Co Inc Shelton
Adamic Carbon Paper Bor Co Carpenter-Buyes Paper Bor Co Co The Middle Manufacturing Co May Show Haven Poly and Board Co May Show Haven Poly and Board Co The March March Company In Robert Rouse Co The Buffing A Polishing Compounds Politing Box Co Inc (paper folding) Now Haven Puly and Board Co The Warrer Bros Co The Diddle Manufacturing Co March March March In Robert Rouse Co The Buffing A Polishing Compounds Politing Box Co Inc (paper folding) Now Haven Puly and Board Co The Warrer Bros Co The Bridgeport March March In Paper Box Co Herminwy Corporation The Bridgeport March March In Paper Box Co Herminwy Corporation The Bridgeport March March In Paper Box Co The Warrer Bros Co The Middletown Middletown Parks Service Parts Eis Manufacturing Co March March In Paper Box Co The Warrer Bros Company (before the Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Co The Merch Middletown Parks Service Parts Eis Manufacturing Company (before the Merch Middletown Parks Service Parts Eis Manufacturing Company (before the Merch Middletown Parks Service Parts Eis Manufacturing Company (before the Merch Middletown Parks Service Parts Eis Manufacturing Company (before the Merch Middletown Parks March Middletown Parks March Middletown Parks Service Parts Eis Manufacturing Company (before the Merch Middletown Parks March Middletown Parks March Middletown Parks Merch Middletown Parks March	Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Buckles B Schwanda & Sons Staffordville	Bigelow-Sanford Carpet Co Thompsonville  Casters
Bridgeport Apper Box Co. Least Hauton Co The Company Shoe Hard Corporation Company The Castings And Hook Devel Carton Co M S Sandy Hook Developed House S Burners—Cas House S Burners—Cas Burn	Boxes-Paper-Folding Atlantic Carton Corp. Norwich	G E Prentice Mfg Co The Hawie Mfg Co The John M Russell Mfg Co Inc Naugatuck	Bassick Company The (Industrial and General) Bridgeport Casters—Industrial
Roberts no Paper Box Co New Haven Robert	Bridgeport Paper Box Co Bridgeport Carpenter-Hayes Paper Box Co Inc The East Hampton	Patent Button Co The Waterbury United States Rubber Company Shoe Hard-	Castings
Gair Company Inc Robert National Folding Box Co Inc (paper folding) New Haven Pulp and Board Co The New Haven Robertson Paper Box Co Robertson Rob	Folding Cartons Incorporated (paped, folding) Versailles	Buffing Compounds Roberts Rouge Co The Stratford	brass, bronze, aluminum) Meriden Connecticut Foundry Co (grey iron) Rocky Hill
Robertion Paper Box Co Warrer Bros Co The Warner Bros Co The Warner Bros Co The Story In City Company Box Shop In City Company Box Shop In City Company Box Shop In City Company Brown Strouge Adder Company Brown Strouge Addersory Brown Strouge Address Company Brown Strouge Advertises Inc Company Brown Strouge Advertise Inc Company Brown Strouge Advertise Inc Company Brown Strouge Advertised Advertised Brown Strouge Advertised Brown Strouge A	Gair Company Inc Robert Montville National Folding Box Co Inc (paper folding)	Buffing & Polishing Compositions Apothecaries Hall Co Waterhury	Connecticut Malleable Castings Co (malleable
Robertson Paper Box Co Warner Broc Co The Broces—Paper—Setup Box Sho In C The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Warner Broc Co The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Warner Broc Co The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Warner Broc Co The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Warner Broc Co The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Warner Brock Co The Bridgeport Paper Box Co Heminway Corporation The Strouge Adler Company The Middletown Brake Linings Raybeatos Div of Raybeatosh Anahattan Inc The Austomotive and industrial) Brake Service Parts Eis Manufacturing Co American Brass Co The (sheet, Wairchury Bridgeport Brass Company (sheet, Mairchury Bridgeport Brass Company The Mairchury Bridgeport Brass Company The Mairchury Bridgeport Brass Company The Mairchury Waterbury (sheet, Mairchury Waterbury	New Haven Pulp and Board Co The	Lea Mig Co Waterbury	Charles Parker Company The (grey iron, brass,
Box Shop In The Bridgeport Paper Box Co Bridgeport Box Co Bridgeport Paper Box Co Bridgeport Paper Box Co Bridgeport Bridgeport Paper Box Co Bridgeport Paper Box Co Bridgeport Paper Box Co Bridgeport Paper Box Co Bridgeport Bridgeport Paper Box Co Bridgeport Paper Box Co Bridgeport Bridgeport Paper Box Co Bridgeport	Robertson Paper Box Co Montville Warner Bros Co The Bridgeport	Williamsville Buff Div The Bullard Clark Company Danielson	able iron, metal and alloy) Naugatuck Farrel-Birmingham Company Inc (Meehanite,
Strouge Adler Company The Warred Ros Car The Cardinary The Warred Ros Car The Cardinary The Warred Ros Ros Ros Ros Car The Cardinary The Warred Ros	Box Shop Inc The Bridgeport Paper Box Co Heminway Corporation The Waterbury	Plume & Atwood Mfg Co The (kerosene oil lighting)  Waterbury	Nodular Iron, Steel)  Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stocks)  New London
Eis Manufacturing Co  Brake Linings Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Brake Service Parts Eis Manufacturing Co  Brase Service Parts Eis Manufacturing Company  Middletown  Brase Service Parts Eis Manufacturing Company  Middletown  Brase Service Parts Eis Manufacturing Company  Middletown  Brase Service Parts  Eis Manufacturing Company  Middletown  Brase Service Parts  Eis Manufacturing Company  Middletown  Brase Service Parts  Eis Manufacturing Company  Middletown  Brase Service Parts  Eis Manufacturing Corporation (Company)  Brase Service Parts  Eis Manufacturing Corporation (Company)  Brase Service Parts  Eis Manufacturing Corporation (Company)  Middletown  Brase Service Parts  Burners—Gas and Oil  Peabody Engineering Corporation (Compined)  Stamford  Burners—Gas and Oil  Pabedy Engineering Corporation (Compined)  Stamford  Stamfo	Strouse Adler Company The New Haven Warner Bros Co The Bridgeport	Peabody Engineering Corporation Stamford  Burners—Coal and Oil	John M Russell Mfg Co Inc (brass, bronze and aluminum)  Naugatuck
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Bridgeport Russell Mig Co The (beet, wire, rods, tubes)  Brass & Bronze American Brass Co The (sheet, wire, rods, tubes) Bridgeport Brid	Eis Manufacturing Co Middletown	Stamford Burners—Gas	steel) Branford
Brake Service Parts  Eis Manufacturing Co  Brass & Bronze  American Brass Co The (sheet, wire, rod, wire and tubing)  Bridgeport Brass Company (sheet, rod, wire and tubing)  Bristol Brass Corp The (sheet, wire, rods)  Bristol Brass Corp The (sheet, wire, rods)  Bristol Brass Corp The (sheet, wire, rods)  Bristol Brass Copper Co  Brass & Mercian Plume & Atwood Mfg Co The (sheet, wire, rods)  Covill Manufacturing Company Waterbury of the cheet, wire, rods)  Brass Bronze Ingot Metal  Plume & Atwood Mfg Co The  Brass Bronze, Aluminum Castings  Charles Parker Company The  Producto Machine Company The Sovial Manufacturing Company (Sessions Foundry Co The (grey iron & semi steel)  New Bristol Burnshing Barrells and Hartford Burnshing Media)  Burnshing Media)  Burs  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford  Burnshing Barrells and Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  West Hartford Burnshing Barrells and Hartford Burnshing Media)  Pratt & Whitney Div Niles-Bement-Pond Co  Waterbury Punnam Materbury Punnam Materbu	Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Bridgeport	Peabody Engineering Corporation (Blast Fur- nace) Stamford  Burners—Gas and Oll	
American Brass Co The (sheet, wire, rod, wire, tand tubing) Bridgeport Brass Corp The (sheet, wire, rod, wire and tubing) Bristol Brass Corp The (sheet, wire, rod) Bristol Brass Bristol Brass Corp The (sheet, wire, rod) Brass Bronze (sheet, wire, rod) Bristol Brass Corp The (sheet, wire, rod) Bristol Brass Bristol Brass Corp The (sheet, wire, rod) Brass Bronze (sheet, wire, rod) Brass Bristol Brass Bristol Brass Corp The (sheet, wire, rod) Brass Bristol Brass Corp The (sheet, wire, rod) Brass Bronze (sheet, wire, rod) Brass Bristol Bristol Bristol Bristol Bristol Bristol Bristol Bristol Brass Bristol Bristo		Stamford Burners—Refinery	Producto Machine Company The Bridgeport
Bridgeport Brass Company (sheet, rod, wire, rods) Bristol Brass Corp The (sheet, wire, rods) Bristol Brass Corp The (sheet, wire, rods) Bristol Brass Corp The (sheet, wire, rods) Bristol Chase Brass & Copper Co Waterbury Miller Company The (phosphor bronze and brass in sheets, strips, rolls) Meriden Plume & Atwood Mfg Co The (sheet, wire, rod) Scovill Manufacturing Company Waterbury 91 Western Brass Mills Division of Olin Industries Inc (sheet, strip)  Brass & Bronze Ingot Metal Plume & Atwood Mfg Co The Waterbury Plume & Atwood Mfg Co The Waterbury Rostand Mfg Co The (corder) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Water) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Water) Waterbury Waterbury Waterbury Waterbury Waterbury Waterbury Rostand Mfg Co The (Ecclesiastical Brass Water) Waterbury Stephone Waterbury Plume & Atwood Mfg Co The (to order) Waterbury Stephone Waterbury Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wills) Division of Olin Industries Inc (to order) Waterbury Bridgeport Waterbury Plume & Atwood Mfg Co The (to order) Waterbury Bridgeport Waterbury Plume & Atwood Mfg Co The (to order) Waterbury Bridgeport Wa	American Brass Co The (sheet, wire, rods, tubes) Waterbury	Peabody Engineering Corporation (For Gas and Oil) Stamford	Scovill Manufacturing Company (Brass & Bronze)  Sessions Foundry Co The (grey iron) Bristol
Chain—Brass & Copper Co Waterbury Miller Company The (phosphor bronze and brass in sheets, strips, rolls) Meriden Plume & Atwood Mig Co The (sheets and rolls) Waterbury Western Brass Mills Division of Olin Industries Inc (sheet, strip)  Brass & Bronze Ingot Metal Plume & Atwood Mig Co The Waterbury Company The Victors Brass Foundry Inc  Brass Goods American Brass Company The Plume & Atwood Mig Co The (to order) Waterbury Rostand Mig Co The (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (sheet, strip)  Waterbury 91 Wa	Bridgeport Brass Company (sheet, rod, wire and tubing) Bristol Brass Corp The (sheet, wire, rods)	Abbott Ball Co The (Burnishing Barrells and Burnishing Media) Hartford	Waterbury Foundry Company The (highway & Waterbury
Scovill Manufacturing Company Naterbury 91 Tinsheet Metals Co The (sheets and rolls) Western Brass Mills Division of Unit Industries Inc (sheet, strip)  Brass & Bronze Ingot Metal Plume & Atwood Mig Co The Waterbury Companies Inc (Uniform and Waterbury 91 Waterbury Companies Inc (Uniform and Wat	Chase Bress & Copper Co Waterbury Miller Company The (phosphor bronze and brass	Pratt & Whitney Div Niles-Bement-Pond Co	Castings—Investment
Western Brass Mills Division of Olin Industries Inc (sheet, strip)  Brass & Bronze Ingot Metal Plume & Atwood Mig Co The Meriden Whipple and Choate Company The Brass Bronze, Aluminum Castings Charles Parker Company The Western Brass Goods American Brass Goods American Brass Company The Products Corp Rostand Mig Co The (to order) Rostand Mig Co The (Ecclesiastical Brass Wares)  Waterbury 91  Meriden Meriden Company (Uniform and Waterbury 91  Materbury 91  Materbury 91  Materbury 91  Materbury 91  Materbury 91  Materbury 91  Meriden Cabinets Cabinets Chaines Parker Company The Meriden Guilford  Cabinet Work Hartford Builders Finish Co  Cabinet Work Hartford Bridgeport Chain & Mig Co  Chain—Power Transmission and Conveying Whitney Chain Company  Chain—Power Transmission and Whitney Chain & Mig Co  Chain—Bead Bridgeport Chain & Mig Co  Chain—Bead Bridgeport Shelton  Chain Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co The Shelton  Chain Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co The Shelton  Chain Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co  Chain—Bead Chain Mig Co The Shelton  Chain Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co The Shelton  Chain—Bead Chain Mig Co The Shelton  Chain—Bead Chain Mig Co The Shelton  Chain—Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co The Shelton  Chain—Bead Chain Mig Co The Shelton  Chain—Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co  Chain—Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co  Chain—Bead Chain Mig Co  Chain—Bead Chain Mig Co  Chain—Bridgeport Chain & Mig Co  Chain—Bridgeport Chain & Mig Co  Chain—Bead Chain Mig Co  Chain—Bead Chain Mig Co  Chain—Bridgeport Chain & Mig Co  Chain—Bridgeport Chain & Mig Co  C	Scovill Manufacturing Company Waterbury 91	B Schwanda & Sons Staffordville	Arwood Precision Casting Corp Groton  Castings—Permanent Mould
Brass & Bronze Ingot Metal Plume & Atwood Mig Co The Whipple and Choate Company The Western Brass Bronze, Aluminum Castings Charles Parker Company The Without Sprass Foundry Inc  Brass Goods American Brass Company The Plume & Atwood Mig Co The (to order) Waterbury Plume & Atwood Mig Co The (to order) Waterbury Rostand Mig Co The (Ecclesiastical Brass Wares) Waterbury Streen Waterbury Waterbury Waterbury Waterbury Companies Inc (Uniform and Fancy Waterbury Waterbury Waterbury Waterbury Waterbury Cabinets Chain Meriden Cabinet Work Hartford Builders Finish Co Hartford Cabine—Asbestos Insulated Rockbestos Products Corp New Haven Cable—BX Armored General Electric Company Waterbury Bridgeport The Million Russell Mig Co Inc Chain—Power Transmission and Conveying Whitney Chain Company Whitney Chain Mig Co Chain—Bead Bridgeport Shelton Chain—Bead Bridgeport Shelton Chain Mig Co The General Electric Company Waterbury The Meriden Chain—Power Transmission and Conveying Whitney Chain Company Whitney Chain Company Whitney Chain Mig Co Chain—Bead Bridgeport Shelton Chain—Bead Chain Mig Co The Shelton Chain—Bead Chain—Bead Chain Mig Co The Chain—Bead Chain—Bead Chain Mig Co The Chain—Bead Chain—Bead Chain—Bead Cha	Western Brass Mills Division of Olin Indus-	Patent Button Co The Waterbuy Scovill Manufacturing Company (Uniform and	Charles Parker Company The Meriden
Brass, Bronze, Aluminum Castings Charles Parker Company The Victors Brass Goods American Brass Company The Plume & Atwood Mig Co The (to order) Rostand Mig Co The (Ecclesiastical Brass Wares) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Sovill Manufacturing Company Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) Waterbury 91 Western Brass Mills	Brass & Bronze Ingot Metal Plume & Atwood Mfg Co The Thomaston	Waterbury Companies Inc (Uniform and Fancy Dress) Waterbury	Mullite Refractory Co The Shelton
Victors Brass Foundry Inc  Brass Goods American Brass Company The Plume & Atwood Mfg Co The (to order) Waterbury States Vares)  Waterbury States Inc. (to order) Wate	Brass, Bronze, Aluminum Castings		John M Russell Mfg Co Inc Naugatuck
American Brass Company The Waterbury Plume & Atwood Mig Co The (to order) Waterbury Scovill Manufacturing Company (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) New Haven Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) New Haven Cable—Nometallic Sheathed General Electric Company Bridgeport Chain Mig Co The Shelton Chairs The Hitchcock Chair Company Bridgeport Chair Company Riverton Rockbestos Products Corp New Haven Rockbestos Products Corp New Haven Rockbestos Products Corp New Haven Bridgeport Chain Mig Co The General Electric Company Bridgeport Chain Mig Co The Shelton Chairs The Hitchcock Chair Company Riverton Riverton Riverton Rockbestos Products Corp New Haven Rockbes	Victors Brass Foundry Inc Guilford	Cabinet Work Hartford Builders Finish Co Hartford	Whitney Chain Company Hartford
Rostand Mfg Co The (Ecclesiastical Brass Milford Scovill Manufacturing Company (to order) Waterbury 91 Western Brass Mills Division of Olin Industries Inc (to order) New Haven  New Haven  New Haven  Cable—Normetallic Sheathed  General Electric Company  Cable—Normetallic Sheathed  General Electric Company  Bridgeport  Chain  Chain  Chairs  The Hitchcock Chair Company  Riverton	American Brass Company The Waterbury Plume & Atwood Mfg Co The (to order)	Cable—Asbestos Insulated Rockbestos Products Corp New Haven	Bridgeport Chain & Mfg Co Bridgeport
Western Brass Mills Division of Olin Indus- tries Inc (to order)  New Haven  General Electric Company  Bridgeport  The Hitchcock Chair Company  Riverton  Riverton	Rostand Mfg Co The (Ecclesiastical Brass Wares) Scovill Manufacturing Company (to order)		Bead Chain Mfg Co The H G H Products Co Inc  Bridgeport Shelton
	Western Brass Mills Division of Olin Indus-	General Electric Company Bridgeport	The Hitchcock Chair Company Riverton

T

dgeport

artford artford terbury

artford k trimimantic textile Springs

Plumb Saw Haven Shelton sonville eneral) dgeport

y iron, feriden ey Hiali elable Haven heshire brass, feriden brass, feriden in cinalicatura elaboratura elaboratur

Britain nway & terbury on and dletown

Groton

nc and Meriden Meriden

Shelton
ugatuck
veying
artford
idgeport
idgeport
Shelton

(Advt.)

II 3 M A D	E IN CON	TE CII COI
Chemical Manufacturing Company The North Haven	Cones Sonoco Products Co (Climax-Lowell Div)	Couplings-Self-Sealing
Carwin Company The North Haven Chemicals	(Paper) Mystic	Sperry Products Inc Danbury  Cranes and Conveyors
American Cyanamid Company  Apothecaries Hall Co  Waterbury  Waterbury	Stanley P Rockwell Co Inc The (Consulting)	I-B Engineering Sales Co New Haven
Carwin Company The North Haven South Norwalk	296 Homestead Ave Hartford	Crushers Farrel-Birmingham Company Inc (Stone and
Macalaster Bicknell Company New Haven	Continuous Mill Gages Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	Ore) Ansonia Cups—Paper
Naugatuck Chemical Division United States Naugatuck	Contract Machining	American Paper Goods Company The ("Puri- tan")
New England Lime Company Canaan Groton	Malleable Iron Fittings Company Branford	Cushioning for Packaging
Chemicals—Agriculture Naugatuck Chemical Division United States Rubber Co (insecticides, fungicides, weed	Contract Manufacturers Greist Mfg Co The (metal parts and assemblies)	Gilman Brothers Co The Gilman
Rubber Co (insecticides, fungicides, weed killers) Naugatuck	503 Blake St New Haven Merriam Mfg Co (production runs—metal boxes	Dextone Co The New Haves
Naugatuck Chemical Division United States	and containers to specifications) Durham Plume & Atwood Mig Co The (metal parts	Barnes Tool Company The (pipe cutters, hand)
Rubber Co Naugatuck Chemicals—Rubber	& assemblies) Waterbury Seovill Manufacturing Company (metal parts	O K Tool Co Inc The (inserted tooth milling)
Robert J King Company Inc The Norwalk	and assemblies) Waterbury 91 J H Sessions & Son Bristol	33 Hull St Pratt & Whitney Div Niles-Bement-Pond Co
Foursome Manufacturing Company (various	Controllers	(Milling Cutters all types) West Hartford Decorative Plating and Polishing
sizes and styles) Bristol Chromium Plating	Bristol Company The Waterbury Manning Maxwell & Moore Inc Stratford	City Plating Works Inc Bridgeport
Chromium Corp of America Waterbury Chromium Process Company The Shelton	Conveyor Systems Leeds Electric & Mig Co The East Haven	Delayed Action Mechanism M H Rhodes Inc Hartford
City Plating Works Inc Bridgeport	Production Equipment Co Meriden	R W Cramer Company Inc The Centerbrook
Cushman Chuck Co The Hartford Jacobs Manufacturing Co The West Hartford	Copper American Brass Corp The (sheet, wire, rods,	Crystal Research Laboratories Hartford
Union Manufacturing Company New Britain	Bridgeport Brass Company (sheet, rod, wire	Diamonds—Industrial
Chucks-Drill Jacobs Manufacturing Co The West Hartford	and tubing) Bridgeport Bristol Brass Corp The (steel) Bristol	Diamond Tool and Die Works Hartford
Chucks & Face Plate Jaws Union Mfg Co New Britain	Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury	Dictating Machines Dictaphone Corporation Bridgepor
Chucks-Power Operated	Thinsheet Metals Co The (sheets and rolls) Waterbury	Gray Manufacturing Company The Hartford Soundscriber Corporation The New Haves
Union Manufacturing Company New Britain	Western Brass Mills Division of Olin Indus- tries Inc (sheet, strip) New Haven	Die Castings
Clay Howard Company (Fire Howard "B" and High	Copper Sheets American Brass Company The Waterbury	Newton-New Haven Co Inc New Have
Temperature Dry) New Haven Cleaning Compounds	American Brass Company The New Haven Copper Co The Seymour	ABA Tool & Die Co Mancheste
Enthone Inc (Industrial) New Haven	Copper Shingles New Haven Copper Co The Seymour	Parker Stamp Works Co The Hartfor Weimann Bros Mfg Co The Derb
MacDermid Incorporated Waterbury	Copper Water Tube	Die Castings (Aluminum & Zinc)
Clock Mechanisms Lux Clock Mfg Co The Waterbury	American Brass Company The Waterbury Bridgeport Brass Co Bridgeport	Corbin Cabinet Lock Div American Hardwar Corp New Britai Stewart Die Casting Div Stewart Warne
E Ingraham Co The Bristol	Cords-Asbestos General Electric Company Bridgeport	Corp Bridgepor
Seth Thomas Clocks United States Time Corporation The	Cords-Braided	Charles Parker Company The Meride
Waterbury	General Electric Company Bridgeport  Cords—Heater	Die-Heads-Seif Opening
Lux Clock Mfg Co The Waterbury	General Flectric Company Bridgeport	Eastren Machine Screw Corp The Truman Barclay Sts New Have
Clocks-Automatic Cooking Lux Clock Mfg Co The Waterbury	Cords—Portable General Electric Company Bridgeport	Die Polishing Machinery Hartford Special Machinery Co The Hartfor
Snow-Nabstedt Gear Corp The New Haven		Die Sets
Russell Mfg Co The Middletown	Seeger-Williams Inc Bridgeport	Pratt & Whitney Div Niles-Bement-Pond (Precision) West Hartfor
Clutch—Friction	General Electric Company Bridgeport	Producto Machine Company The Bridgepo Union Mfg Co (precision, steel and semi-stee
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings-molded, woven, fabric, me-		New Brita
tallie) Bridgeport	Sonoco Products Co (Climax-Lowell Div) Mystic	Hoggson & Pettis Mfg Co The 141 Brewery : New Hav-
Bittermann Electric Company Canaan	Corrugated Box Manufacturers Connecticut Container Corporation New Haven	Parker Stamp Works Inc The (plastics as
National Pipe Bending Co The 160 River St New Haven	Corrugated Shipping Cases	Pratt & Whitney Div Niles-Bement-Pond (Monocone and Ducone Dies) West Hartfo
Whitlock Manufacturing Co The Hartford	Connecticut Container Corporation New Maven	Die Sinkers
Coin Tokens Waterbury Companies Inc Waterbury	Co Inc D L & D Container Corp 87 Shelton Ave New Haven	Pratt & Whitney Div Niles-Bement-Pond West Hartfo
Commercial Heat Treating A F Holden Company The	Cosmetic Containers	Dies and Die Sinking
52 Richard St West Haver		Consolidated Industries West Chesh
Commercial Truck Bodies Metropolitan Body Company Bridgeport	Waterbury Cosmetics	Dish Drying Machines Colt's Manufacturing Company Hartfe
Comparators	J B Williams Co The Glastonbury Northam Warren Corporation Stamford	Dish Washing Machines
Pratt & Whitney Div Niles-Bement-Pond Co (Electro-limit and Air-O-Limit) West Hartford	Cotton and Asbestos Wicking	Colt's Manufacturing Company Hartfe
		Disk Harrows
Norwalk Company Inc (high pressure air an South Norwall	Cotton Yarn k Floyd Cranska Co The Moosup	
Concrete Products	Counting Devices	Displays-Metal Merriam Mfg Co (Contract Work to Individ-
Plastricrete Corp Hamder		Specifications) Durh (Adv

#### S A D C ONNE M E N T

Proce Change	Clastela Suitabas
P & F Corbin Division The American Hard- ware Corp New Britain	Arrow-Hart & Hegeman Electric Co The Hartford
ware Corp New Britain Sargent & Company New Haven Yale & Towne Mfg Co The Stamford	General Electric Company Bridgeport
Dowel Pins	R W Cramer Company Inc The Centerbrook
Allen Manufacturing Co The Holo-Krome Screw Corp The West Hartford	Sessions Clock Co The Forestville P
Joseph Merritt & Co Hartford	Electric Timing Motors Sessions Clock Co The (small) Forestville
Pratt & Whitney Div Niles-Bement-Pond Co (Deep Hole) West Hartford	Electric Wire  General Electric Company Rockbestos Products Crop (asbestos insulated) New Haven
Drilling and Tapping Machinery Hartford Special Machinery Co The Hartford	Electric Wiring Devices Arrow-Hart & Hegeman Electric Co The
Atwater Mfg Co Plantsville	General Electric Company Hartford Bridgeport
Blakeslee Forging Company The Plantsville Bridgeport Hdwe Mfg Corp The Bridgeport	Electrical Circuit Breakers Federal Electric Products Co Inc Hartford
Capewell Mfg Company Consolidated Industries Wilcox Crittenden & Co Inc West Cheshire Middletown	Electrical Conduit Fittings & Grounding Specialties
Druggists' Rubber Sundries	Gillette-Vibber Company The New London
Seamless Rubber Company The New Haven  Duplicating Machines—Automatic	Electrical Control Apparatus Federal Electric Products Co Inc Hartford
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	A C Gilbert Co New Haven
Russell Mfg Co The Middletown	Stevens Paper Mills Inc The Windsor
Electric Cables	U S Electrical Motors Inc Milford
Rockbestos Products Corp (asbestos insulated) New Haven	Electrical Outlet and Switch Boxes, and
Electric Clocks Sessions Clock Co The (alarm, kitchen, occasional and office) Forestville	General Electric Company Bridgeport  Electrical Recorders
Electric—Commutators & Segments	Bristol Co The Waterbury
Cameron Elec Mfg Co The (rewinding motors) Ansonia	Allied Control Co Plantsville
Bristol Spring Manufacturing Co Plainville	Wiremold Co The Hartford
Electric Cords	Electronics
General Electric Company Rockbestos Products Corp (asbestos insulated) New Haven	Gray Manufacturing Company The Hartford Ridgletown Sturrup Larrabee & Warmers Inc Middletown
Electric Eye Control	Electroplating
United Cinephone Corporation Torrington	National Sherardizing & Machine Co Hartford Waterbury Plating Company Waterbury
General Electric Company Bridgeport	Electroplating—Equipment & Supplies
Rockbestos Products Corp (asbestos insulated) New Haven	Enthone Inc Lea Manufacturing Co The Waterbury
Electric Hand Irons	
Winsted Hardware Mfg Co (trade mark "Dur- abilt") Winsted	Electroplating Processes & Supplies Enthone Inc United Chromium Incorporated Waterbury
Case Brothers Inc Manchester	Electrotypes
Rogers Corporation The Manchester  Electric Knile Sharpeners	Barnum-Hayward Electrotype Co Inc New Haven New Haven Electrotype Div Electrographic
Gorn Electric Company Inc The Stamford	Corp Elevators
Electric Lighting Fixtures Fan-Craft Mfg Co (residential, church, post	Eastern Machinery Co The (passenger and freight) New Haven
Plume & Atwood Mfg Co The Waterbury	General Elevator Service Co Hartford
Wasley Products Inc Plainville  Electric Motor Controls	Conn Metal Finishing Co Waterbury Plating Company Waterbury
Arrow-Hart & Hegeman Electric Co The Hartford	Enameling and Finishing Clairglow Mfg Co Portland
Electrical Outlet and Switch Boxes, and	Enamele
Covers General Electric Company Bridgeport	Baer Brothers Stamford
Electric Panel Boards	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Federal Electric Products Co Inc Hartford  Electric Safety Switches	Pratt & Whitney Aircraft Div United Aircraft
Federal Electric Products Co Inc Hartford  Electric Shavers	Corp (aircraft) Wolverine Motor Works Inc (diesel stationary marine)  East Hartford Giesel stationary Bridgeport
Schick Incorporated Stamford	Curtis 1000 Inc Envelopes Hartford
Electric Signs	United States Envelope Company
United Advertising Corp New Haven	Hartford Division Hartford

Envelopes-Stock and Special Paper Goods Company The erican Paper lton Company Eyelets

erican Brass Company The Waterbury

tt Bros & Co The P O Box 1030 Waterbury

me & Atwood Mfg Co The Waterbury

will Manufacturing Company Waterbury 91 Eyelets, Ferrules and Wiring Terminals terican Brass Company The Waterbury terbury Companies Inc Waterbury Eyelet Machine Products

l & Socket Mfg Co The Westerican Brass Company The Fabricated Alloys
ock Inc (Heat Treating, Finishing)
Fairfield Fancy Dress Buttons and Buckles bury Companies Inc Waterbury terbury Fans-Electric

Fasteners—Silde & Snap

E Prentice Mfg Co The
Swill Manufacturing Company (snap and slide
Waterbury 91 burn Manufacturing Company The (mechanial, cut parts) Middletom ycor Felt Company (paper makers and in-lustrial) Staffordville Felt-All Purpose nerican Felt Co (Mill & Cutting Plant) Glenville
as W House & Sons Inc (Mills & Cutting
Unionville Fenders-Boat onge Rubber Products Co Inc Fibre Board se Brothers Inc Manchester
H Norton Co The North Westchester
gers Corporation (Specialty)
Evens Paper Mills Inc The Windsor Finger Nail Clippers
C Cook Co The 32 Beaver St Ansonia File Cards andard Card Clothing Co The Stafford Springs File Cards Firearms
It's Manufacturing Company
Arlin Firearms Co The
F Mosberg & Sons Inc
mington Arms Company Inc
inchester Repeating Arms Company Division
Olin Industries Inc Fire Hose brics Fire Hose (municipal and industrial) Sandy Hook merican Windshield & Specialty Co The 881 Boston Post Road hn P Smith Co The (screens) 423-33 Chapel St Wew Haven Fireproof Floor Joists New Haven xtone Co The Fireworks Wallingford Backes' Sons Inc Fishing Tackle vin-Wilcox Line Co The (lines) East Hampton C Cook Co The 32 Beaver St Ansonia orton Mfg Co The (reels, rods, lines) Bristol Flashlights

Industries Inc
idgeport Metal Goods Mfg Co
Inchester Repeating Arms Company Division
Olin Industries Inc
New Haven Flat Springs
istol Spring Manufacturing Co Flexible Shaft Machines
Pratt & Whitney Div Niles-Bement-Pond Co
West Hartford
Advt.)

The Kensington

Waterbury Waterbury

Bridgeport

West Cheshire Waterbury

Extractors—Tap
West Hartford

sington

T

artford terbury terbury ury 91

terbury terbury heshire terbury

airfield s terbury

dgeport sington ed slide oury 91

echanidletown and innt) lenville Cutting ionville

Shelton

tchester nchester Vindsor Ansonia

Springs fartford Haven Haven idgeport Division Haver

ustrial) ly Hook The Milford Chapel Haven Haven

lingford Iampton Ansonia Bristol

of Olin idgeport Division Haven

lainville ond Co Hartford (Advt.) Floor & Ceiling Plates

Beaton & Cadwell Mig Co The New Britain

Fluorescent Lighting Equipment Vanderman Manufacturing Co The Willin Wiremold Company The Ha Willimantic Hartford

Food Mixing Machines Hartford

Forgings
Clark Brothers Bolt Co
Consolidated Industries Inc
Heppenstall Co (all kinds and shapes)
Scovill Manufacturing Company
(Non-ferrous)
Waterbury 91

Foundries
Connecticut Malleable Castings Co (malleable iron castings)
Farrel-Birmingham Company Inc (Iron and Ansonia Steel)
Charles Parker Company The (iron, bras Charles Parker Company The (iron, brass, bronze, aluminum) Meriden Plainville Casting Company (gray, alloy and high tensile irons) Producto Machine Company The Bridgeport Sessions Foundry Co The (iron) Bristol Stonington Div of Emhart Manufacturing Co Union Míg Co (gray iron & semi stell New Britain Wilcox Crittenden & Co Inc (iron, brass, alumi-Middletown

Foundry Riddles
John P Smith Co The 423-33 Chapel St
Rolock Inc (brass, galvanized steel) Fairfield

Fuel Oil Pump and Heater Sets Peabody Engineering Corporation Stamford Furnaces
Norwalk Airconditioning Corp The (warm air oil fired)
South Norwalk

Furnace Linings
Mullite Refractories Co The (refractories, super refractories)
Shelton
Fuses—Plug and Cartridge
General Electric Company
Bridgeport

Gage Blocks
Fonda Gage Company (Fonda lifetime-carbide and steel)

Pratt & Whitney Div Niles-Bement-Pond Co
(Alloy steel and Carbide, Hoke and USA)

West Hartford Galvanizing

Malleable Iron Fittings Co Wilcox Crittenden & Co Inc Branford Middletown Galvanizing & Electrical Plating
Gillette-Vibber Co The New London

Auburn Manufacturing Company The (from all materials) Middletown Raybestos Div of Raybestos-Manhattan Inc The Bridgeport Gaskets Tsingris Manufacturing & Supply Co Inc (from all materials) Waterbury

Gas Range Conversion Burner
Holyoke Heater Corp of Conn., Inc Hartford
Gas Scrubbers, Coolers and Absorbers
Peabody Engineering Corporation Stamford

Gauges

Bristol Co The (pressure and vacuum—recording automatic control) Waterbury
Fonda Gage Company (special) Stamford
Helicoid Gage Division American Chain &
Cable Co The (pressure and vacuum)

Stratford

Stratford Manning Maxwell & Moore Inc Stratford
Pratt & Whitney Div Niles-Bement-Pond Co
(Precision Measurement, all types)
West Hartford

Gears and Gear Cutting
Farrel-Birmingham Company Inc
Hartford Special Machinery Co The Hartford

Macalaster Bicknell Company New Haven Glass Cutters

Fletcher-Terry Co The Forestville Glass Making Machinery
Hartford-Empire Company Div of Emhart
Manufacturing Co Hartford

Horton Mfg Co The (clubs, shafts, balls, bags)
Bristol

A D Steinbach & Sons Inc

Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindical, surfaces, internal and special)

19 Staples St Bridgeport Farrel-Birmingham Company Inc (Roll and Ansonia Cylindrical)

Hartford Special Machinery Co The (gears, threads, cams and splines)

Hartford

Grinding Heads — Internal
Pratt & Whitney Div Niles-Bement-Pond Co
(Pneumatic, High Speed) West Hartford

Grinding Machines
Farrel-Birmingham Company Inc (Roll) Pratt & Whitney Div Niles-Bement-Pond Co (Surface, Die, Gear and Cutter Grinders)

Rowhottom Machine Communication Rowbottom Machine Company Inc (cam)
Waterbury

American Brass Company The Plume & Atwood Mfg Co The Waterbury

Guards for Machinery Wheeler Co The G E New Haven Hack and Band Saw Blades
Capewell Manufacturing Co The Hartford

Hand Tools

Bridgeport Hdwe Mfg Corp The (nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)

James J Ryan Tool Works The (screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets)

Southington

City Plating Works Inc Bridgeport

Hardness Testers
Wilson Mechanical Instrument Div American
Chain & Cable Company Inc Bridgeport

Hardware
Bassick Company The (Automotive) Bridgeport
Harloc Products Corp
P & F Corbin Division The American Hardware
Corp (builders)
Sargent & Company
Wilcox Crittenden & Co Inc (marine beavy
and industrial)
Yale & Towne Mfg Co The
Stamford

Hardware-Marine & Bus Rostand Mfg Co The Milford

Hardware—Trailer Cabinet
Excelsior Hardware Co The Stamford

Excelsior Hardware, Trunk & Luggage
Corbin Cabinet Lock Div American Hardware
New Britain
Bristol Corp J H Sessions & Son Yale & Towne Mfg Co The Stamford

Doran Bros Inc Hat Machinery

Health Surgical & Orthopedic Supports
Berger Brothers Company The (custom made
for back, breast, and abdomen) New Haven

Heat Exchangers Whitlock Manufacturing Co The Hartford

Safeway Heat Elements Inc (woven wire resistance type) Middletown

Heat Treating
A F Holden Co The 52 Richard St
Bennett Metal Treating Co The
1945 New Britain Ave
New Britain-Gridley Machine Division
The New Britain Machine Co
Stanley P Rockwell Co Inc The
296 Homestead Ave
Hartford

Heat-Treating Equipment Hartford Bauer & Company
A F Holden Company The 52 Richard Street
West Haven (Main Plant).
Oakville West Haven (Main Filant).

Autoyre Company The Oakville Rolock Inc (Baskets, Muffles, etc.) Fairfield Stanley P Rockwell Co Inc The (commercial) 296 Homestead Ave Hartford Wallace Barnes Co The Div Associated Spring Corp.

Heat Treating Saits and Compounds
A F Holden Company The
52 Richard Street West Haven
Mitchell-Bradford Chemical Co
Bridgeport

Heating Apparatus

Miller Company The (domestic oil burners and heating devices)

Meriden

Heating and Cooling Coils
G & O Manufacturing Co New Haven

Naugatuck Chemical Division United States
Rubber Co (sulphuric, nitric and muriatic
acids and aniline oil) Naugatuck

Hex-Socket Screws
Bristol Company The Waterbury
Holo-Krome Screw Corp The West Hartford

Highway Guard Rail Hardware Malleable Iron Fittings Co

Homer D Bronson Company Reacon Falls

Hobs and Hobbings

ABA Tool & Die Co

Pratt & Whitney Div Niles-Bement-Pond Co
(Die and Thread Milling) West Hartford

J-B Engineering Sales Co New Haven

Hoists and Trolleys Union Mfg Company New Britain

Home Laundry Equipment
General Electric Company Bridgeport

Hose-Flexible Metallic American Brass Co American Metal Hose Branch

Hose Supporter Trimmings
Hawie Mfg Co The (So-Lo Grip Tabs)
Bridgeport

Hospital Signal Systems
Conn Telephone & Electric Corp Subsidiary of
Great American Industries Inc Meriden

Hydraulic Brake Fluids
Eis Manufacturing Co Middletown

Hydraulic Controls
Sperry Products Inc Danbury

Inductors C G S Laboratories Inc Stamford

Industrial Finishes
Atlas Powder Co Zapon Div
Chemical Coatings Corporation
United Chromium Incorporated Stamford Rocky Hill Waterbury

Industrial and Masking Tapes
Seamless Rubber Company The New Haven

Industrial Tools—Powder Actuated Remington Arms Company Inc Bridg Bridgeport Infra-Red Equipment Leeds Electric and Mfg Co The

Hartford

Insecticides
American Cyanamid Company
Darworth Incorporated ("Coracide" DDT
Dispenser) Waterbury Simsbury

Insecticide Bomb

Bridgeport Brass Company (Aer\*a\*sol)

Bridgeport

Insulated Wire & Cable General Electric Company Kerite Company The Bridgeport

Insulated Wire & Cable Machinery
Davis Electric Company Wallingford

Davis Electric

Instruments

Bristol Company The
J-B-T Instruments Inc (Electrical and TemNew Haven
Operature)

4 Moore Inc Stratford

Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring) West Hartford

Gilman Brothers Co The Gilman

#### ONNE S D N

Inter-Communications Equipment Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden	Leather Dog Furnishings Andrew B Hendryx Co The New Haven The Smith-Worthington Saddlery Co Hartford	Fenn 1
Interval Timers Lux Clock Manufacturing Company Rhodes Inc M H Waterbury Hartford	G E Prentice Mfg Co The Kensington	Globe drillin Hallden
General Electric Company Bridgeport	Auburn Manufacturing Company ings, cubs, washers, etc)  The (pack-Middletown	Torring
Case Brothers Inc Japanning Manchester	Lehman Brothers Inc (designers, engravers,	Waterb
J H Sessions & Son Bristol	lithographers) New Haven Lighting Accessories—Fluorescent	Waterb
Moore Special Tool Co (Moore) Bridgeport Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	General Electric Company Bridgeport  Lighting Equipment  Miller Co. The (Miller Declarable Inches)	Botwini
Moore Special Tool Co (Moore) Bridgeport	Miller Co The (Miller, Duplexalite, Ivanhoe) Meriden United Manufacturing Co New Haven	J L Lu State M
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheets) Bridgeport	New England Lime Company Canaan	Standar
Keller Machines Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	Bridgeport Metal Goods Mfg Co Bridgeport	Waterb Pratt
Key Blanks Corbin Cabinet Lock Div American Hardware	O'Toole & Sons Inc T Stamford	Waterb
Corp Sargent & Company Yale & Towne Mig. Co The  New Britain New Haven Stamford	Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford	(form
J & J Cash Inc (Woren)  Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck	Lehman Brothers Inc A D Steinbach & Sons  New Haven New Haven Locks—Banks	Waterb
Label Moisteners Better Packages Inc Shelton	Yale & Towne Mfg Co The Stamford  Locks—Builders	Waterb
Laboratory Equipment Eastern Industries Inc New Haven	Eagle Lock Co The P & F Corbin Division The American Hard- ware Corp Sargent & Company New Haven	Mettler
Macalaster Bicknell Company New Haven	Yale & Towne Mig Co The Stamford  Locks—Cabinet	Coulter Coulter
Wilcox Lace Corporation The Middletown	Eagle Lock Co The Terryville Corbin Cabinet Lock Div American Hardware Corp New Britain	new struc Patent
Wilcox Lace Corporation The Middletown	Excelsior Hardware Co The Yale & Towne Mfg Co The Stamford	AHN
Lacquers & Synthetic Enamels Atlas Powder Co Zapon Div Baer Brothers Chemical Coatings Corporation United Chromium Incorporated  Waterbury	Locks—Special Purpose Eagle Lock Co The Yale & Towne Mfg Co The Locks—Sultcase	Bullard New E
A W Flint Co 196 Chapel St New Haven	Eagle Lock Co The Terryville Locks—Suit-Case and Trimmings	Pratt (Pot
Lamps Plume & Atwood Mfg Co The (metal oil)	Corbin Cabinet Lock Div American Hardware Corp Excelsior Hardware Co The Stamford	New I
Waterbury  Lampholders—Incandescent and Fluorescent General Electric Company Bridgeport	Locks—Trunk Eagle Lock Co The Excelsior Hardware Co The Yale & Towne Mfg Co The Stamford	The mult
Lamp Shades Verplex Company The Essex	Locks-Zipper Excelsior Hardware Co The Stamford	3 api
Lathes Contin-U-Matic  Bullard Company The (vertical multi-spindle- continuous turning type) Bridgeport	Wiremold Company The Hartford  Luggage Fabric	Fuller
Lathes—30H Man-Au-Trol Bullard Company The (horizontal 3 spindle)	Falls Company The Norwich  Lumber & Millwork Products	Bullar
Bridgeport  Lathes—Mult-Au-Matic  Bullard Company The (vertical multi-spindle-	City Lumber Co of Bridgeport Inc Bridgeport  Machetes	cont
Lathes—Toolroom and Automatic	Collins Company The Collinsville  Machine Tools Bullard Company The Bridgeport	Fenn Bullar
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford Producto Machine Company The Bridgeport	used
Bullard Company The (single spindle) Bridgeport	Machine Work Farrel-Birmingham Company Inc Ansonia	Fenn
Atlas Powder Co Zapon Div Stamford	Fenn Manufacturing Company The (precision parts) Hartford Hartford Special Machinery Co The (contract	A H
Christie Plating Co The Groton	work only) National Sherardizing & Machine Co (job) Hartford	Bullar
Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury	Parker Stamp Works Inc The (Special) Hartford Swan Tool & Machine Co The Hartford	John 1
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel	Torrington Manufacturing Co The (special rolling mill machinery)  Torrington	Capew

Machinery
Manufacturing Company The (special)
Hartford Tapping Machine Company (dial type ing and tapping)

Bridgeport Machine Company The (mill) igton Manufacturing Co The (mill)
Torrington Machinery-Bolt and Nut bury Farrel Foundry & Machine Co The Waterbury Machinery—Cold Heading bury Farrel Foundry & Machine Co The Waterbury Machinery Dealers & Rebuilders
nik Brothers
.ucas and Son F
Machinery Co Inc New New Haven New Haven Machinery—Extruding Mystic Machinery-Metal-Working bury Farrel Foundry & Machine Co The Waterbury & Whitney Div Niles-Bement-Fond Co West Hartford Machinery-Nut bury Farrel Foundry & Machine Co The ming and tapping) Waterbury Machinery—Screw and Rivet bury Farrel Foundry & Machine Co The Waterbury Machinery—Wire Drawing
rbury Farrel Foundry & Machine Co The
Waterbury Machinery-Wire Straightening er Machine Tool Inc New Haven Machine Tool and
Machines
bell Machine Div American Chain & Cable
Inc (cutting & nibbling) Bridgeport
er & McKenzie Machine Co The (special,
w development engineering design and compartition) Bridgeport
Waterbury Machines-Automatic Nilson Mach Co The (Special) Bridgeport Machines—Automatic Chucking and Company The Bridgeport Britain-Gridley Machine Division e New Britain Machine Co (multiple and double end) New Britain & Whitney Div Niles-Bement-Pond Cotter & Johnson) West Hartford

Machines—Automatic Screw
Britain-Gridley Machine Division
e New Britain Machine Co (single and
ltiple spindle)
New Britain

Machines—Automatic Shaft Turning rd Company The (30H lathe—horizontal pindle) Bridgeport Machines-Brushing r Brush Co The Hartford

Machines—Conveyor
rd Company The (Bullard-Dunn rotary
iveyor indexing type) Bridgeport

Machines—Contin-U-Matic rd Company The (vertical multi-spindle-tinuous turning) Bridgepo Bridgeport Machines-Draw Benches

Manufacturing Company The Hartford

Machines-Drill Spacing
Machines-Drill Spacing
and Company The (Man-Au-Trol spacerded in conjunction with radical drills)
Bridgeport

Machines—Drop Hammers Manufacturing Company The

Machines-Forming
Nilson Mach Co The (four-slide wire and
bon stock)

Bridgeport Machines-Mult-Au-Matic and Company The Bridgeport

Machines-Paper Ruling McAdams & Sons Inc Norwalk

#### IT'S IN CONNECTICUT MADE

T

(special) Hartford al type idgeport

omaston

Trington

Co The

Co The

Haven irfield

Fairfield Haven

Mystic

Co The

aterbury ond Co lartford

Co The

aterbury

Co The

Co The

terbury

Haven

& Cable idgeport (special, and con-idgeport idgeport iterbury

idgeport

idgeport

multiple

ond Co lartford

ng

rizontal idgeport

Tartford

rotary

idgeport

pindle— idgeport

fartford

pacer-

s) idgeport

Iartford

ire and idgeport

dgeport

Norwalk artford (Advt.)

Machines-Precision Boring
New Britain-Gridley Machine Division
The New Britain Machine Co New P & F Corbin Division The American Hard-ware Corp Sargent & Company New Haven Yale & Towne Mig Co Inc Metal Specialties Excelsion Hardware Co The Stamford New Britain Metal Stampings

American Brass Company The
Autoyre Co The (Small)
Bridgeport Chain & Mfg Co
Dou'Nal Tool & Mfg Inc The
Excelsior Hardware Co The
Greist Mfg Co The
10 C Cook Co The
32 Beaver St Ansonia
Master Engineering Company
J A Otterbein Company The
(metal fabrications)

West Cheshire
(metal fabrica(metal fabrica(middletown
Middletown
Bristol Metal Stampings as Company The Machines-Rolling Fenn Manufacturing Company The Hartford Non-ferrous Metal Castings
Meriden Machines—Slotting
Globe Tapping Machine Company The (High
Production Screw Head Slotting) Bridgeport
Waterbury Farrel Foundry & Machine Co The
(screw head) Waterbury Miller Company The Nuts, Bolts and Washers Clark Brothers Bolt Co Milldale J A Otterbein Company The (metal laurications)
J H Sessions & Son Middletown Bristol
Patent Button Co The
G E Prentice Mfg Co The
Plume & Atwood Mfg Co The
Saling Manufacturing Company
Stanley Works The
Swan Tool & Machine Co The
United States Rubber Company
Ware Division
Verplex Company The (Contract)
Waterbury Lock & Specialty Co The Milford Office Equipment
Pitney-Bowes Inc Stamford
Underwood Corporation Bridgeport & Hartford Machines-Special Fuller Brush Co The Hartford Offset Printing
Kellogg & Bulkeley A Division of Connecticut
Printers Inc Machines-Swaging Fenn Manufacturing Company The Hartford Machines—Thread Rolling

Machines—Thread Rolling

Machinery Co The Hartford

Waterbury Farrel Foundry & Machine Co The

Waterbury Oil Burners Malleable Iron Fittings Co (domestic) Branford Meriden Miller Company The (domestic) Branford
Peabody Engineering Corp (Mechanical and/or
Steam Atomizer) Stamford
Silent Glow Oil Burner Corp The
1477 Park St
Hartford Machines-Turks Head Fenn Manufacturing Company The Hartford Meters—Gas Sprague Meter Company Bridgeport Machines-Well Drilling
Consolidated Industries West Cheshire Rhodes Inc M H Oil Burner Wicks Raybestos Div of Raybestos-Manhattan Inc The Hartford Machines-Wire Drawing
Fenn Manufacturing Company The Hartford Microscope—Measuring Lundeberg Engineering Company Hartford Fenn Mail Boxes

Mail Boxes

Airline Manufacturing Company The

Warehouse Point John P Smith Co The 423 423-33 Chapel St New Haven Raybestos Div of Raybestos-Manhattan Inc The Mail Boxes, Apartment & Residential Corbin Cabinet Lock Div American Hardware Corp New Britain Optical Cores & ingots Plume & Atwood Mfg Co The Thomaston Mailing Machines Millwork Hartford Builders Finish Co Pitney-Bowes Inc Stamford Hartford Outlets-Electric Hartford Builders Finnes

Milling Machines

Pratt & Whitney Div Niles-Bement-Pond Co
(Keller Tracer—Controlled Milling Machines)

West Hartford Manicure Instruments General Electric Company Bridgeport Derby W E Bassett Company The Ovens-Electric Manganese Bronze Ingot Whipple and Choate Company Bauer & Company Hartford Whipple and Choate Compan,

Marine Engines

Kilborn-Sauer Company (running lights and Fairfield Mystic Rowbottom Machine Company Inc (cam)
Waterbury Package Sealers Better Packages Inc Shelton Wilcox Crittenden & Co Inc Packaging
Local Industries Inc (merchandising displays and packaging in wood)

Lakeville Middletown Marine Equipment Wilcox Crittenden & Co Inc Minute Minders Lux Clock Mfg Co The Middletown Waterbury Packaging Machinery
Colt's Manufacturing Company (box making machinery, Trade mark "Rite Size") Mirror Rosettes and Hangers Waterbury Companies Inc W Marine Reserve Gears Snow-Nabstedt Gear Corp The New Haven Waterbury Standard-Knapp Division of Emhart Manufacturing Co

Portland Marking Devices
Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford Mixing Equipment
Eastern Industries Inc New Haven Packing Fuller Brush Co The Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown Rayhestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive) Bridgeport Mattresses Fuller Brush CO And

Moulded Plastic Products

Colt's Manufacturing Company Hartford
Patent Button Co The Waterbury
Waterbury Companies Inc
Waterbury Companies Inc
Waterbury Tompanies Inc
Waterbury Waterbury
Waterbury Waterbury
Waterbury Waterbury
Waterbury Waterbury
Waterbury Waterbury Mattress Co Waterbury Mechanics Hand Tool
Bridgeport Hdwe Mfg Corp The (acrew drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)
Bridgeport Pads-Office The Baker Goodyear Company New Britain Metal Boxes and Displays
Durbam Manufacturing Company The Durbam
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombit 
Containers and displays)

Uurbam Padlocks Mouldings
Himmel Brothers Co The (architectural, metal and store front)

Hamden Corbin Cabinet Lock Div American Hardware Corp Sargent & Company New Haven Waterbury Lock & Specialty Co The Milford Corp Sargent & Company New Haven
Waterbury Lock & Specialty Co The Milford
Yale & Towne Mig Co Inc Moulds ABA Tool & Die Co
Hoggson & Pettis Mfg Co The (steel)
114 Brewery St
Lundeberg Engineering Company (plastics)
Harfford Metal Cleaners
Apothecaries Hall Co
Enthone Inc
MacDermid Incorporated Waterbury New Haven Waterbury Paints Stamford Baer Brothers Paints and Enamels Staminate Corp The Hartford Parker Stamp Works Inc The (compression injection & transfer for plastics) Hartford Sessions Foundry Co The (heat resisting for non-ferrous metals) New Haven Metal Cleaning Machines Colt's Manufacturing Company Panta

Moore Special Tool Co (crush wheel dresser)

Bridgeport Hartford Metal Finishes Napper Clothing
Standard Card Clothing Co The (for textile Stafford Springs New Haven Bridgeport Waterbury Enthone Inc Mitchell-Bradford Chemical Co United Chromium Incorporated Paperboard Gair Company Inc Robert Montville Robertson Paper Box Co New Haven Pulp and Board Co The New Haven Metal Finishing
National Sherardizing & Machine Co
Waterbury Plating Company
Waterbury Wilcox Lace Corp The Paper Boxes
Atlantic Carton Corp (folding) Norwich
Gair Co Inc Robert (folding) Montville
National Folding Box Co Inc (folding)
New Haven Nickel Anodes Apothecaries Hall Co Seymour Mfg Co The Metal Formings
West Cheshire Waterbury Seymour Master Engineering Company American Brass Company The Plume & Atwood Mig Co The Seymour Mig Co The Waterbury Rolling Mills Inc rolls?
Western Brass Mills Division of Olin Industries Inc (sheet, strip) Conn Metal Finishing Co New Haven Pulp and Board Co The New Haven Hamden Mills Inc H J Robertson Paper Box Co (folding) Bristol Montville Metal Novelties
II C Cook Co The 32 Beaver St Ansonia Paper Boxes—Folding and Setup
Bridgeport Paper Box Company
M Backes' Sons Inc
Wallingford Metal Products—Stampings
American Brass Company The Waterbury
J H Sessions & Son Bristol
Scovill Manufacturing Company (Madet-border)
Waterbury 91

Nickel Silver Ingot Whipple and Choate Company The Bridgeport

Paper Clips
H C Cook Co The (steel) 32 Beaver St Ansonia

Paper Mill Machinery	Plastic-Moulders	Printing Machinery
Farrel-Birmingham Company Inc Ansonia Paper Tubes and Cores Company Fred Company Fr	Colt's Manufacturing Company Conn Plastics General Electric Company Waterbury Meriden	Banthin Engineering Co (automatic) Bridgeport Thomas W Hall Company Stamford
Sonoco Products Co (Climax-Lowell) Div Mystic Parallel Tubes Sonoco Products Co (Climax-Lowell Div)	Geo S Scott Mfg Co The Waterbury Companies Inc Watertown Mfg Co The Wallingford Waterbury Watertown	Printing Rollers Chambers-Storck Company Inc The (engraved) Norwich
Parkerizing Clairglow Mfg Company Portland	Plastics—Moulds & Dies Parker Stamp Works Inc The (for plastics) Hartford Plasticrete Bloc	United Cinephone Corporation Torrington Wassell Organization (Produc-Trol) Westport
Parking Meters Rhodes Inc M H Hartford	Plasticrete Corp Hamden Plates—Switch	Production Welding Consolidated Industries West Cheshire
Passenger Car Sander Conn Telephone & Electric Corp Subsidiary of	General Electric Company Bridgeport	Profilers Pratt & Whitney Div Niles-Bement-Pond Co
Great American Industries Inc Meriden  Pattern-Makers	American Metal Products Company Inc Bridgeport Christie Plating Co Groton	West Hartford Propellers—Aircraft
Farrel-Birmingham Company Inc Ansonia Penlights	City Plating Works Bridgeport Patent Button Co The Waterbury	Hamilton Standard Div United Aircraft Corp (propellers and other aircraft equipment) Windsor Locks
Bridgeport Metal Goods Mig Co Bridgeport Pet Furnishings	Chromium Process Company The (Chromium Plating only)  Derby	O'Toole & Sons Inc T Stamford
Andrew B Hendrix Co The New Haven Pharmaceutical Specialties	Apothecaries Hall Company Waterbury	Yale & Towne Mfg Co The Stamford
Ernst Bischoff Company Inc Ivoryton Phosphor Bronze	Conn Metalcraft Inc Lea Manufacturing Co The MacDermid Incorporated Waterbury	Pumps—Small Industrial Eastern Industries Inc New Haven
American Brass Company The Waterbury Miller Company The (sheets, strips, rolls) Meriden	Plume & Atwood Mfg Co The Plating	Pump Valves Colt's Manufacturing Company  Punches
Seymour Mfg Co The Seymour Waterbury Rolling Mills Inc (sheets, strips, rolls) Waterbury	Christie Plating Co The (including lead plat- ing) Groton Conn Metal Finishing Co Hamden	Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St New Haven
Western Brass Mills Division of Olin Indus- tries Inc (sheet, strip) New Haven Phosphor Bronze Ingots	Plating Processes and Supplies Enthone Inc New Haven United Chromium Incorporated Waterbury	Putty Softeners-Electrical Fletcher Terry Co The Box 415 Forestville Pyrometers
Whipple and Choate Company The Bridgeport Photographic Equipment	Plumbers' Brass Goods Bridgeport Brass Co Bridgeport	Bristol Co The (recording and controlling) Waterbury
Kalart Company Inc Plainville Plano Repairs	Keeney Mfg Co The (special bends) Newington Scovill Manufacturing Company Waterbury 48	Radiation—Baseboard Convectors Hoff Manufacturing Company Bethany
Pratt Read & Co Inc (keys and action)  Ivoryton  Plano Supplies	John M Russell Mfg Co Inc Naugatuck Pole Line Hardware	Radiation-Finned Copper Bush Manufacturing Co West Hartford G & O Manufacturing Company The
Pratt Read & Co (keys and actions, backs, plates)  Pile Fabrics	Malleable Iron Fittings Co Branford Police Equipment	Vulcan Radiator Co The (steel and copper) Hartford
Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton	The Smith-Worthington Saddlery Co Hartford Polishing Wheels Williamsville Buff Div The Bullard Clark Company Danielson	G & O Manufacturing Co New Haven
Verplex Company The Essex	Poly Chokes Poly Choke Company The (a shotgun choking	Rayon Specialties Hartford Rayon Corporation The Rocky Hill
American Brass Co The (brass and copper) Waterbury	device) Postage Meters Pitney Bowes Inc Stamford	Rayon Yarns Hartford Rayon Corporation The Rocky Hill
Bridgeport Brass Co (brass and copper) Bridgeport	Potentiometers—Electronic Bristol Company The Waterbury	O K Tool Co Inc The (inserted tooth)
Chas Brass & Copper Co (red brass and cop- per) Waterbury Crane Company (fabricated) Bridgeport Howard Co (cement well and chimney)	Power Presses Fenn Manufacturing Company The Powered Metal Products Hartford	33 Hull St Pratt & Whitney Div Niles-Bement-Pond Co (All types)  Recorders  Shelton West Hartford
Pipe Fitters' Hand Tools & Machines Capewell Mig Co The  New Haven Machines Hartford	American Sintered Alloys Inc Waterbury Companies Inc Waterbury  Prefabricated Buildings	Bristol Co The (automatic controllers, tempera- ture, pressure, flow, humidity) Waterbury
Corley Co Inc Malleable Iron Fittings Co  Plainville Branford	City Lumber of Bridgeport Inc The Bridgeport Premium Specialties	Farrel-Birmingham Company Inc Snow-Nabstedt Gear Corp The Ansonia New Haven
Pipe Plugs Holo-Krome Screw Corporation The (counter-	Waterbury Companies Inc Waterbury Preservatives—Wood, Rope, Fabric Degree of Companies of Compan	Howard Company New Haven
sunk) West Hartford Pipe Plugs—Socketed	Darworth Incorporated ("Cuprinol") Simsbury Press Papers Case Brothers Inc Manchester	Mullite Refractories Company The Shelton
Holo-Krome Screw Corp The West Hartford	Presses Farrel-Birmingham Company Inc (Hydraulic)	Bowser Technical Refrigeration Div Bowser Inc (high altitude, low temperature) Terryville
Naugatuck Chemical Division United States Rubber Co Naugatuck Sponge Rubber Products Co Inc (expanded	Henry & Wright Div of Emhart Manufactur-	Norwalk Valve Company (for gas and air)
Plastic Bottles Plax Corporation, subsidiary of Emhart Manu-	ing Company Hartford Presses—Molding Standard Machinery Co The (compression and	Sorensen & Company Inc South Norwalk Stamford Remote Control Wiring
facturing Co West Hartford Plastic Buttons	transfer molding, automatic and semi-auto- matic) Mystic  Presses—Power	General Electric Company Bridgeport  Resistance Wire
Frank Parizek Manufacturing Co The West Willington Patent Button Co The Waterbury	Waterbury Farrel Foundry & Machine Co The Waterbury	C O Jeliff Mfg Co The (nickel chromium, cop- per nickel, iron chromium, aluminum) Southport
Colt's Manufacturing Company Hartford	Pressure Vessels  Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70)  South Norwalk	Kanthal Corporation The (Kanthal A-1, A, D, Stamford Respirators
Plastic Films and Sheet Plax Corporation, subsidiary of Emhart Manufacturing Co West Hartford	Whitlock Manufacturing Co The Hartford Printing Case Lockwood & Brainard A Division of Con-	American Optical Company Safety Division Putnam Retainers
Plastic Rod and Tubing Plax Corporation, subsidiary of Emhart Manufacturing Co West Hartford	recticut Printers Inc Finlay Brothers Heminway Corporation The Hunter Press Hartford Waterbury Hartford Hartford Hartford	Hartford Steel Ball Co The (bicycle & automotive)  Riveting Machines  Grant Míg & Machine Co The Bridgeport
Plastic Materials American Cyanamid Co (Molding Compounds, Adhesives, Laminating Resins) Wallingford	Lehman Brothers Inc Taylor & Greenough Co The T B Simonds Inc  New Haven Wethersfield Hartford	H P Townsend Manufacturing Co The Elmwood L-R Mig Div of The Ripley Co Torrington
Plastics Machinery Farrel-Birmingham Company Inc Ansonia	A D Steinbach & Sons The Walker-Rackliff Company  New Haven New Haven	Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport (Advt.)

#### IT'S IN MADE C 0 N NECTICUT

Blake & Johnson Co The (brass, copper and nea-ferrous) Waterville Milldale Cark Brothers Bolt Co Milldale Connecticut Manufacturing Company The Waterbury Plume & Atwood Mfg Co The Waterbury Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copner) Bridgeport per) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The
(iron) Bridgeport

T

mtond

raved)

orwich

ington

eshire nd Co

Corp

Locks

mford

mford

Haven

extford

cloth) Haven

stville

z) erbury

ethany

rtford

Haven

rtford

Haven

y Hill

y Hill

Shelton rtford

erbury

nsonia Haven

Haven

Bowser ryville

orwalk amford

lgeport

n, cop-

thport A, D.

ision utnam

auto-

igeport

mwood rington ac The lgeport Advt.)

(iron)

Rods
American Brass Company The (copper, brass, bronze)

Bristol Brass Corp The (brass and bronze)

Bristol Scovill Manufacturing Company (brass and bronze) Waterbury 91

Roller Skates
Winchester Repeating Arms Company Division
Olin Industries Inc.

Olia Inquartes Annual Religion Mills and Equipment
Farrel-Birmingham Company Inc Ansonia
Waterbury Farrel Foundry & Machine Co The
Waterbury

Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)

Rope Wire
American Steel & Wire Div of U S Steel
New Haven

Rubber Chemicals
Rubber Co
Rubber Co
Rubber Co
Rubber Co
Vulcanized Vegetable Oils)

Rubber Co
Vulcanized Vegetable Oils Naugatuck ("Factice" Stamford

Sponge Rubber Products Co Inc Shelton

Rubberized Fabrics Duro-Gloss Rubber Co The New Haven

Rubber Footwear Goodyear Rubber Co The Middletown

Rubber Gloves Seamless Rubber Company The New Haven

Rubber—Handmade Specialties Seamless Rubber Company The New Haven

Rubber Latex Compounds and Dispersions Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhe-sive compounds) Naugatuck

Rubber Mill Machinery
Farrel-Birmingham Company Inc Ansonia

Rubber-Molded Specialties
Seamless Rubber Company The New Haven

Rubber Products—Mechanical
Auburn Manufacturing Company
gaskets, molded parts)
Canfield Co The HO
Seamless Rubber Company The
Middletown
Bridgeport
New Haven Bridgeport New Haven

Rubber—Reclaimed
Naugatuck Chemical Division United States
Rubber Co Naugatuck

Rubbish Burners
John P Smith Co The 423-33 Chapel St
New Haven

Saddlery
The Smith-Worthington Saddlery Co Hartford

Safety Clothing
American Optical Company Safety Division
Putnam

Safety Fuses
Ensign-Bickford Co The (mining & detonating)
Simsbury

Safety Gloves and Mittens American Optical Company Safety Division Putnam

Salety Goggles
American Optical Company Safety Division
Putnam

Capewell Mfg Co The Hartford Saws-Metal & Wood Cutting Band Capewell Mfg Co The Har Hartford Saws, Band, Metal Cutting
Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial Kron Company The Bridgeport Scissors

Acme Shear Company The Bridgeport

Screens
Hartford Wire Works Co The (Windows, Doors and Porches)
Hartford

Screw Caps
Weimann Bros Mfg Co The (small for bottles)
Derby

Screw Machine Accessories
Barnaby Manufacturing and Tool Co
Bridgeport

Screw Machines H P Townsend Mfg Company The Elmwood

Screw Machine Products

Apex Tool Co Inc The
Blake & Johnson Co The
Centerless Grinding Co Inc
and ground type only)
19 Staples Street
Connecticut Manufacturing Company The
Waterbury
Consolidated Industries
Extern Machine Serve Corn The

Consolidated Industries
Eastern Machine Screw Corp The
Truman & Barclay Sts
Fairchild Screw Products Inc
Franklin Screw Machine Co The (up 1½"
Hartford capacity)
Greist Mig Co The (Up to 1½" capacity)
New Haven

Humason Mfg Co The Forestville Lowe Mfg Co The Wethersfield National Automatic Products Company The Berlin

Nelson's Screw Machine Products
New Britain Machine Company
Olson Brothers Company (up to 4)
Olson & Sons R P
Peck Spring Co The
Plume & Atwood Mfg Co The
Scovill Manufacturing Company
Wallace Metal Products Co Inc
Waterbury Machine Tools &
(Brown & Sharpe and Davenport)

Waterbury

Screw Machine Tools

American Cam Company Inc (Circular Form Tools)

Pratt & Whitney Div Niles-Bement-Pond Co (Reamers, Taps, Dies, Blades and Knurls)

West Hartford

Somma Tool Co (precision circular form tools)

Waterbury

American Screw Company Willimantic Atlantic Screw Works (wood) Hartford Blake & Johnson Co The (machine and wood) Waterville Bristol Company The (socket set and socket cap screws)

Waterbury Waterbury Milldale Bristol Company The (socket set and socket cap screws)
Clark Brothers Bolt Co
Connecticut Mig Co The (machine)
Eagle Lock Co The
Holo-Krome Screw Corporation
and socket cap)
Scovill Manufacturing Company
Superior Manufacturing Co The
Winsted

Screws—Sockets
Allen Manufacturing Company The Hartford
Bristol Co The Waterbury
Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines Better Packages Inc Shelton

Greist Mfg Co The (Sewing Machines tatachments)
503 Blake St New Haven Merrow Machine Co The (Industrial) Hartford Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps
1 B Williams Co The Glastonbury

Shears Acme Shear Co The (household) Bridgeport

Wolcott Tool and Manufacturing Company Inc Waterbury

Sheet Metal Products
Airline Manufacturing Company The
Warehouse Point
American Brass Co The (brass and copper)
Waterbury
Merriam Mfg Co (security boxes, fitted tool
boxes, tackle boxes, displays)
Durham
Plume & Atwood Mfg Co The
United Advertising Corp Manufacturing Division (Job and Production Runs)
New Haven

Sheet Metal Stampings
American Brass Company The
American Buckle Co The
Doo'Val Tool & Mig Inc The
J H Sessions & Son
Patent Button Co The
Plume & Atwood Mig Co The
Waterbury
Waterbury

Shipment Sealers Better Packages Inc Shelton

Showcase Lighting Equipment Wiremold Company The Hartford

H C Cook Co The (for card files) 32 Beaver St Ansonia

Berger Sign Co (neon electric-porcelain enamel-stainless steel) Hartford

Silk Screening on Metal Merriam Mfg Co (Displays and Specialties, to Durham

Sizing and Finishing Compounds
American Cyanamid Company Waterbury

G E Prentice Mfg Co The
North & Judd Manufacturing Co
Patent Button Co The
Waterbury

Waterbury

Slings American Steel & Wire Div of U S Steel New Haven

Smoke Stacks Bigelow Company The (steel) Norwalk Tank Co The New Haven South Norwalk

Soap
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)

Glastonbury

Torrey S Crane Company Plantsville

Special Machinery
Farrel-Birmingham Company Inc
H P Townsend Mfg Company The
Lundeberg Engineering Company
National Sherardizing & Machine Co
& stock shells for rubher industry)
Swan Tool & Machine Co The

Special Parts
Greist Mfg Co The (small machines, especially precision stampings)
New Haven
J H Sessions & Son
Bristol

Special Industrial Locking Devices Corbin Cabinet Lock Div American Hardware Corp

Special Tools & Dies Lundeberg Engineering Company Hartford

Spinnings
American Metal Products Company Inc
Bridgeport Gray Manufacturing Company The

Sponge Rubber Products Co The Shelton

Spray Painting Equipment and Supplies Lea Manufacturing Co The Waterbury

Spring Coiling Machines
Torrington Manufacturing Co The Torrington

Spring Units
Owen Silent Spring Division American Chain
& Cable Company Inc Bridgeport

Spring Washers
Wallace Barnes Co The Div Associated Spring
Corp (Advt.)

1617

#### IT'S IN MADE CONNECTI

-		•	***	-	_	-
Bris Four Han	tol Springsome M	Springs—Communication Manufacturing land Manufacturing pring and Manufacturing Plat	ring Co	Pl	ainville Bristol o The artford	S
Hun	comb S	fg Co The		idgeport	estville	
New	Engla	ad Spring M		ring C	ompany	F
Wal	lace Bar orp	Co The		sociated	Spring Bristol	1
Bris	tol Spri	Springs ng Manufactu lanufacturing rnes Co The		P	ainville Bristol	1
New New	orp Engla	nd Spring M	anufactu	ring C	Bristol ompany	2
Owe		Sorings_F	urniture			1
å	Cable (	t Spring Discompany Inc		Bri	dgeport	4
Bris	tol Spri	Springs ing Manufacting Corporati Spring Corp	on The	- H	lainville lartford	5
D F	on, exte	nsion, torsion man Co (coil lanufacturing ton Company	and tors	The (c ion) P	ompres- lartford lainville	
JV	V Berns	ton Company	(coil ar	nd torsi	Bristol on) lainville	
Nev ai Nev	on v Englar	Spring Corp nd Spring Mf rnes Co The	The B	Br	t Divi- idgeport	
C	orp				Spring Bristol	
Aut		Springs, W			Oakville	
Am Wa	erican E	Stamped Met Frass Compan; Companies In	y The	W	aterbury aterbury	
		Pettis Mfg	nps			
Ho: Par	ggson & 41 Brew ker Sta	Pettis Mig ery St mp Works In	Co The	(steel) Nev teel) I	Haven Hartford	
Am	erican 1	Metal Product	pings is Compa	any Inc	idgeport	
Ha (	n-Dee 3	of & Mig Inc. Spring and latwood Mig (	Manutac	Wa Na turing	ntertown nugatuck Co The Hartford	
		Stamping		W	aterbury	
An	me Shea erican	r Co The Metal Produc		pany I	idgeport ic idgeport	
Bri For Gre Ma Ro	stol Spraraome I eist Man ster Engers Con	ing Manufact Manufacturing sufacturing Co gineering Con poration (Fil	uring C Co The The pany ore Celli	Nest	'lainville v Haven v Haven Cheshire iper)	
Wa		arnes Co The		IVI. 2	Spring Bristo	
An	nerican 1	Stationery Brass Compan	Speciality The	iles W	aterbury	
Sta	nley W	orks The (ho	t and co	old rolle Nev	ed strip) Britain	
Fa	rrel-Birr	Steel S	astings		Ansonis	
Ha	rtford lloy stee	ningham Com Electric Steel el) 540 Iron Fittings rucible Steel (	Co Ti Flatbus Co		Brantore	
		Steel-Cold I	Rolled S	pring	Branford	
W	Corp	arnes Co The			Bristo	i
	allingfor	d Steel Comp.	any	Wa	llingford	1
		Cold Rolled Steel & Wire cel Corporatio		U S S	teel w Haver w Haver allingford	1
W	allingfor	d Steel Comp	Goods			i
Me	erriam 1	Mfg Co (shee	ts produ		order) Durhan	n
				10/8		

Steel Rolling Rules
Waterbury Lock & Specialty Co The

Milford

Steel Strapping Stanley Works The New Britain	American Thread Co The Belding Heminway Corticelli Gardner Hall Jr Co The (cotton sewing)
New Haven Electrotype Div Electrographic New Haven	Max Pollack & Co Inc Groton and Willimantic
Stop Clocks, Electric H C Thompson Clock Co The Bristol	Thread Gages
Straps, Leather Auburn Manufacturing Company industrial, akate, carriage) The (textile, Middletown	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Studio Conches Waterbury Mattress Co Waterbury	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford
Super Refractories Mullite Refractories Company The Shelton	Thread Rolling Machinery Hartford Special Machinery Co The Hartford
Surface Metal Raceways & Fittings Wiremold Company The Hartford	Threading Machines Grant Mfg & Machine Co The (double and auto-
Surgical Dressings  Acme Cotton Products Co Inc Scamless Rubber Company The  New Haven	matic) Time Recorders Bridgeport Stromberg Time Corp Thomaston
Surgical Rubber Goods Seamless Rubber Company The New Haven	A W Haydon Co The Waterbury H C Thompson Clock Co The Bristo
Switches-Electric General Electric Company Bridgeport	H C Thompson Clock Co The R W Cramer Company Inc The Rhodes Inc M H  Bristol Centerbrook Hartford
Swaging Machinery Hartford Special Machinery Co The Hartford	A W Haydon Co The R W Cramer Company Inc The Waterbury Centerbrook
Plainville Electrical Products Company Plainville	Rhodes Inc M H Waterbury
Switchboards Wire and Cables Rockbestos Products Corp (asbestos insulated) New Haven	Seth Thomas Clocks United States Time Corporation The Waterbury
R W Cramer Company Inc The Centerbrook	Timing Devices & Time Switches  A W Haydon Co The Waterbury Lux Clock Manufacturing Company Waterbury
Synthetic Resins  American Cyanamid Co (Textile Resins, Paper Resins)  Waterbury	M H Rhodes Inc Hartford
Bigelow Company The (steel) Norwalk Tank Co The Storts Welding Company (steel and alloy) Meriden	Thinsheet Metals Co The (non-ferrous metals in rolls) Waterbury Wilcox Crittenden & Co Inc Middletown
Russell Mfg Co The Middletown	Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St  O K Tool Co Inc The (inserted tooth metal
Tape Recorders  Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden	cutting) 33 Hull St Shelton  Tool Chests  Vanderman Manufacturing Co The Willimantic
Tape Recorder Magazines Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden	Tools & Dies  Moore Special Tool Co  Bridgeport
Walton Company The West Hartford	Swan Tool & Machine Co The Hartford  Tools, Dies & Fixtures Fonda Gage Company (also jigs) Stamford
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	Greist Mfg Co The New Haven
Brownell & Co Inc Moodus	Brdigeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties) Bridgeport
Bristol Co The Waterbury	Tools-Pipe Fitters' Hand Capewell Mfg Co The Hartford
Telephone Answering & Recording Machines Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc Meriden	A C Gilbert Company Geo S Scott Mig Co The  New Haven Wallingford
Testers—Insulation Wire & Cable Davis Electric Company Wallingford	N N Hill Brass Co The East Hampton
Sperry Products Inc Danbury	Tramways American Steel & Wire Div of U.S. Steel
Textile Machinery  Merrow Machine Co The 2814 Laurel St Hartford	New Haves
Textile Mill Supplies Ernst Bischoff Company Inc Ivoryton	Metropolitan Body Company (International Har- vester truck chassis and "Metro" bodies) Bridgeport
Textile Processors American Dyeing Corporation (rayon, acetate)	George P Clark Co Windsor Locks
Aspinook Corp The (cotton)  Rockville Jewett City  Thermometers	Excelsior Hardware Co The George P Clark Co Windsor Locks
Bristol Co The (recording and automatic con- trol)  Manning Maxwell & Moore Inc Stratford	Trucks—Skid Platforms Excelsior Hardware Co The (lift)  Stamford
Thomas de la Stratiord	Tube Bending

	Pratt & Whitney Div Niles-Bement-	n
	Pratt & Whitney Div Niles-Bement-	Pond Co
		Hartford
	Pratt & Whitney Div Niles-Bement	
	Pratt & Whitney Div Niles-Bement-	Pond Co
	West	Hartford
	Thread Rolling Machinery Hartford Special Machinery Co The	**
	martiord Special machinery Co The	Hartford
	Threading Machines	
	Grant Mfg & Machine Co The (double	and auto-
	matic	Bridgeport
	Time Recorders	
	Stromberg Time Corp	Thomaston
	Timers Interval	
	A W Haydon Co The H C Thompson Clock Co The R W Cramer Company Inc The	Waterbury
	H C Thompson Clock Co The	Bristol
	R W Cramer Company Inc The C	enterbrook
	Rhodes Inc M H	Hartford
	Timber Davises	
	Timing Devices	Waterhoom
	A W Haydon Co The R W Cramer Company Inc The Lux Clock Manufacturing Company	Waterbury enterbrook Waterbury
	Lux Clock Manufacturing Company	Waterbury
	Rhodes Inc M H	Hartiord
	Seth Thomas Clocks	Thomaston
	United States Time Corporation The	
		Waterbury
	Timing Devices & Time Switch A W Haydon Co The Lux Clock Manufacturing Company	Waterhurz
	Lux Clock Manufacturing Company	Waterbury
	M H Rhodes Inc	Hartford
	Thinsheet Metals Co The (non-ferrous rolls)	
	Thinsheet Metals Co The (non-ferrous	metals in
	rolls)	Waterbury
	Wilcox Crittenden & Co Inc	Middletown
	Tools	
	Hoggson & Pettis Mfg Co The (rubbe 141 Brewery St O K Tool Co Inc The (inserted t	r workers)
	141 Brewery St	lew Haven
	O K Tool Co Inc The (inserted t	ooth metal
	cutting) 33 Hull	St Shelton
	Tool Chests	
	Vanderman Manufacturing Co The	Willimantic
	Tools & Dies	D
	Moore Special Tool Co	Bridgeport
	Swan Tool & Machine Co The	FIRTING
	Tools, Dies & Fixtures	
	Fonda Gage Company (also iigs)	
	Greist Mfg Co The	
	Fonda Gage Company (also jigs) Greist Mfg Co The	Stamford New Haven
	Greist Mfg Co The Tools, Hand & Mechanica	Stamford New Haven
	Greist Mfg Co The  Tools, Hand & Mechanica  Brdigeport Hardware Mfg Corp T  drivers pail nullers box tools we	Stamford New Haven
	Greist Mfg Co The  Tools, Hand & Mechanica  Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialities)	Stamford New Haven
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)	Stamford New Haven I The (screw nches, auto Bridgeport
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)	Stamford New Haven I The (screw nches, auto Bridgeport
	Greist Mig Co The  Tools, Hand & Mechanica Brdigeport Hardware Mig Corp I drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mig Co The	Stamford New Haven I The (screw nches, auto Bridgeport
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The	Stamford New Haven I The (screw nches, auto Bridgeport
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The	Stamford New Haven I 'he (screw nches, auto Bridgeport I Hartford
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The	Stamford New Haver I The (screw nches, auto Bridgeport I Hartford New Haver
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The	Stamford New Haver I The (screw nches, auto Bridgeport I Hartford New Haver
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The	Stamford New Haves The (screw nches, auth Bridgeport Hartford New Haves Wallingford st Hampton at Hampton
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The	Stamford New Haven I 'he (screw nches, auto Bridgeport I Hartford
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The  Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc	Stamford New Haves The (screw nches, auth Bridgeport Hartford New Haves Wallingford st Hampton at Hampton
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford New Haven the (screw nches, auto Bridgepori Hartford New Haver Wallingfor st Hampton Waterbur;
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford  Stamford  The (screw nches, auto Bridgepord Hartford  New Haver Wallingford  St Hamptos Waterbury
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford New Haver I he (screw nches, auto Bridgeport I Hartford New Haver Wallingford st Hamptot st Hamptot Waterbury Steel
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford New Haver I he (screw nches, auto Bridgeport I Hartford New Haver Wallingford St Hampton St Hampton Waterbury Steel
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford New Haver I he (screw nches, auto Bridgeport I Hartford New Haver Wallingford St Hampton St Hampton Waterbury Steel
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S	Stamford New Haver I The (screwnches, auxiliary Bridgeport Hartford New Haver Wallingfore st Hamptot Waterbur; Steel New Haver New Haver Hamptot Waterbur; Steel New Haver Loodies)
1	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Pitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Internay vester truck chassis and "Metro")	Stamford New Haver I he (screw nches, auto Bridgeport I Hartford New Haver Wallingford St Hampton St Hampton Waterbury Steel
1	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Pitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Internay vester truck chassis and "Metro")	Stamford New Haver I The (screwnches, aux Bridgepori I Hartford New Haver Wallingford st Hamptor Waterbur; Steel New Haver Materbur; Steel New Haver Bridgepori
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Interna vester truck chassis and "Metro"  Trucks—Industrial George P Clark Co	Stamford New Haver I The (screwnches, auxiliary Bridgeport Hartford New Haver Wallingfore st Hamptot Waterbur; Steel New Haver New Haver Hamptot Waterbur; Steel New Haver Loodies)
1	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Interna vester truck chassis and "Metro"  Trucks—Industrial George P Clark Co	Stamford Vew Haver in the (screw Haver in the (screw Haver in the Have
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The Gong Bell Co The Ea N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Interm vester truck chassis and "Metro"  Trucks—Industrial George P Clark Co Wir  Trucks—Lift Excelsion Hardware Co The	Stamford  I he (screw Haver  I he (screw haver  I hartford  New Haver Wallingford  I Hartford  New Haver Wallingford  I Hamptot  Steel  New Haver  Ational Hai  bodies)  Bridgepot  ndsor Lock  Stamfor
	Tools, Hand & Mechanica Brdigeport Hardware Mfg Corp T drivers, nail pullers, box tools, wre tools, forgings & specialties)  Tools—Pipe Fitters' Hand Capewell Mfg Co The Toys A C Gilbert Company Geo S Scott Mfg Co The Gong Bell Co The N N Hill Brass Co The Waterbury Companies Inc  Tramways American Steel & Wire Div of U S  Trucks—Commercial Metropolitan Body Company (Internated Change) Trucks—Industrial George P Clark Co Wire  Trucks—Lift Excelsion Hardware Co The	Stamford Vew Haver in the (screw Haver in the (screw Haver in the Have

Tube Bending Donahue Mfg Co Inc

Tube Clips
H C Cook Co The (for collapsible tubes)
32 Beaver St
Weimann Bros Mfg Co The (for collapsible tubes)
Lefty
(Advt.)

Stamford

Watertown

Thermostats
Bridgeport Thermostat Company Inc (automatic)
Thin Gauge Metals

tic)
Thin Gauge Metals
Plume & Atwood Mfg Co The
Thinsheet Metals Co The (plain or tinned in Waterbury

#### IT'S ADE IN C 0 NNECTICU M

Washers (Continued)
Plume & Atwood Mfg Co The (brass & copper)
Raybestos Div of Raybestos-Manhattan Inc (the clutch washers)
If Rosenbeck Inc. Torrington Saling Manufacturing Company (made to order)
Unionville

To The (cast iron)

Bristol Scorill Mfg Co ("Uniflare") Waterbury Tubers
Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic Tubes-Collapsible Metal
Sheffield Tube Corp The New London Tubing
American Brass Co The (brass and copper)
Waterbury Washers—Felt
Chas W House & Sons Inc (Mills & Cutting
Unionville Materbury
Bridgeport Brass Company (brass and copper)
Bridgeport
G & O Manufacturing Co (finned)
Soville Manufacturing Company
Company
Company
Vaterbury 91 Washing Machines-Electric General Electric Company Bridgeport Watches
E Ingraham Co The
United States Time Corporation The
Waterbury Tubing-Flexible Metallic American Brass Co Metal Hose Water Heaters Whitlock Manufacturing Co The (instantaneous Tubing—Heat Exchanger
American Brass Company The Waterbury
Scovill Manufacturing Company Waterbury 91 Hartford Water Heaters-Electric Bauer & Company Inc Typewriters
Royal Typewriter Co Inc
Underwood Corporation Hartford Water Heaters—Gas or Kerosene Holyoke Heater Corp of Conn Inc H Hartford Typewriters—Portable Underwood Corporation Waterproof Dressings for Leather Viscol Company The Sta Hartford Stamford Typewriter Ribbons and Supplies
Underwood Corporation
Hartford and Bridgeport Waxes-Floor Fuller Brush Co The Hartford Wedges
Saling Manufacturing Company
axe) Underclearer Rolls
Sonoco Products Co (Climax-Lowell Div)
Mystic (hammer & Unionville Welding
Farrel-Birmingham Company Inc Ansonia
G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)
New Haven
Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)
Porupine Company The Bridgeport Upholstering Fabrics-Woolen & Worsted Broad Brook Company (automobile, airplane, railroad) Broad Brook Vacuum Bottles and Containers
American Thermos Bottle Co Norwich Bridgeport Vacuum Cleaners
Vacuum Cleaners
Old Greenwich
Hartford Storts Welding Company (tanks and fabrica-tion) Meriden Electrolux Corporation Spencer Turbine Co The Welding Rods
American Brass Company The Waterbury
Bristol Brass Co The (brass & bronze) Bristol Valves Norwalk Valve Company (sensitive check valves) South Norwalk Valve Discs Colt's Manufacturing Company Wheels-Industrial Hartford George P Clark Co Valves—Automobile Tire Bridgeport Brass Company Bridgeport Wicks Auburn Manufacturing Company The (felt, asbestos)

Middletown Holvoke Heater Corp of Conn Inc Raybestos Div of Raybestos-Manhattan Inc (the oil burner wicks)

Russell Mfg Co The Bridgeport Middletown Valves-Radiator Air Bridgeport Brass Company Bridgeport Valves-Relief & Control Beaton & Cadwell Mfg Co New Britain Window & Door Guards
Hartford Wire Works Co The
Smith Co The John P Valves-Safety & Relief Manning Maxwell & Moore Inc Hartford Stratford New Haven Vanity Boxes Bridgeport Metal Goods Mfg Co Window Shades
New England Shade & Blind Co Inc Durham Bridgeport Wiping Cloths Federal Textile Corporation Varnishes Stamford New Haven Baer Brothers Staminite Corp The American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc)
Leiss Velvet Mfg Co Inc The Willimantic Welvet Textile Corporation The (Velveteen)

West Haven

Manchester

Durham

Plainville

New Haven

American Brass Company The
American Steel & Wire Div of U S Steel
New Haven
Branford
Wite arring New Haven Atlantic Wire Co The (steel)

Bartlett Hair Spring Wire Co The (hair spring)

North Haven Bridgeport Brass Company (brass and silicon bronze)
Bristol Brass Corp The (brass & bronze) Bristol Brass Corp The (steel) Shelton Hudson Wire Co Winsted Div (insulated & enameled magnet)
Platt Bros & Co The (zinc wire)
P O Box 1030
Plume & Atwood Mfg Co The (brass, bronze, nickel silver)
Scovill Manufacturing Company (Brass, Bronze and Nickel Silver)
Wite card Cable and Nickel Silver)

Wire and Cable

General Electric Company (for residential, commercial and industrial applications)

Bridgeport

Wire Arches & Trellises
Hartford Wire Works Co The
John P Smith Co The
423-33 Chapel St
New Haven

Wire Baskets
Rolock Inc (Industrial-for acid, heat, degrees ing)
Fairfield
Wiretex Mfg Co Inc (Industrial, for acid, heat,
treating and degreasing)
Bridgeport

Wire Cable Bevin-Wilcox Line Co The (braided) East Hampton Wire Cloth Hartford Wire Works Co The Hartford C O Jelliff Mfg Co The (all metal, all meshes)
Southport Pequot Wire Cloth Co Inc Rolock Incorporated Smith Co The John P Norwalk Fairfield New Haven Wire Drawing Dies Waterbury Wire Die Co The Waterhury Wire Dipping Baskets Hartford Wire Works Co The John P Smith Co The 423-33 Chapel St Hartford New Haven Wire Formings Autoyre Co The G E Prentice Mfg Co The Master Engineering Company North & Judd Manufacturing Co Verplex Company The Kensington

Verplex Company The

Wire Forms

Bristol Spring Manufacturing Co
Colonial Spring Corporation The
Connecticut Spring Corporation The
Plainville
Four-some Manufacturing Company
Humason Mfg Co The
New England Spring Mfg Co
Templeman Co D R
Wallace Barnes Co The Div Associated
Corp

West Cheshire

Wallace Datum
Corp
Wire Goods
American Buckle Co The (overall trimmings)
West Haven
Waterbury
Waterbury Patent Button Co The Scovill Manufacturing Company (To Order) Waterbury 91

Wire Partitions
Hartford Wire Works Co The
John P Smith Co The
423-33 Chapel St Hartford New Haven Wire Products

Clairglow Mfg Company Portland Plume & Atwood Mfg Co The (to order) Waterbury A H Nilson Mach Co The

Bridgeport American Buckle Co The (pan tinners' trimmings)
Templeman Co D R

American Buckle Co The (pan tinners' trimmings)
Plainville

Wire Rope and Strand American Steel & Wire Div of U S Steel New Haven Wire Shapes Bridgeport Chain & Mfg Co

Bridgeport Wire-Specialties
Andrew B Hendryx Co The New Haven

Rockbestos Products Corporation (all asbestos, mining, shipboard and applicance applications)

New Haven

Wooden Boxes
Wallingford Planing Mill Co Inc
Wood Handles
Salisbury Cutlery Handle Co The
& small tools)
New Haven
Yalesville
Yalesville
Co The
(for cutlery
Salisbury

Wood Scrapers Fletcher-Terry Co The Forestville

C H Dresser & Sons Inc (Mig all kinds of Hartford Hartford Builders Finish Co Hartford

Woodworking Contemporary Classics Inc (fine cabinet work and furniture) Local Industries Inc Stamford Lakeville Woven Awning Stripes
Falls Company The

Woven Felts-Wool
Chas W House & Sons Inc (Mills & Cutting
Plant)
Unionville

Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville
Aldon Spinning Mills Corporation The (finewoolen and specialty) Talcottville
Ensign-Bickford Co The (jute carpet) Simabury

Platt Bros & Co The (ribbon, strip and wire) P O Box 1030 Waterbury

P O Box 1030

Zinc Castings

Newton-New Haven Co Inc

688 Third Ave
West Haven
(Advt.)

tion Bench Pipe)

Washers

American Felt Co (felt)

Auburn Manufacturing Company The (all materials)

Blake & Johnson The (brass, copper & non-ferrons)

Waterville

Mildale rous) Clark Brothers Bolt Co

Venetian Blinds

Vertical Shapers
Pratt & Whitney Div Niles-Bement-Pond Co
West Hartford

Charles Parker Co The Vises
Fenn Manufacturing Company The (Quick-Action Vises)
Vanderman Manufacturing Co The (Combination Bench Pipe)

New Haven
Meriden
(Quick-Hartford Vanderman Manufacturing Co The (Combination Williamantic Williamantic Williamantic Combination Bench Pipe)

New Haven Vibrator Company (industrial)

Findell Manufacturing Company New England Shade & Blind Co Inc

Ventilating Systems Colonial Blower Company

imantic Putnam llingtor imantic Mystic

1

md Co artford ond Co

artford dgeport master

Bristol

terbury terbrook terbury artford terbury

terbury lartford etals in terbury dletown rorkers) Haven metal Shelton

s terbury

limantic

Haves

(acrew es, auto Iartford

Haven lingford lampton lampton terbury el Haven al Hardies) idgeport

T Locks tamford r Locks tamford

tertows

Ansonia Ilapsible Derby (Advt.)

#### **Business Tips**

(Continued from page 48)

change within the over-all business structure. Such restraints invite government intervention and stimulate countervailing action on the part of consumers, organized labor, and business in general—the cooperative movement, initiated by the consumer or the farmer, is a potential countervailing power.

Where effective competition exists, the economy is free of the restrictive, monopolistic practices so attractive to "trust busters." For that reason, it contributes directly to the maintenance of a high national income and to the capacity for production and consumption that helps keep it high.

In the past, the output of industry in this country has been positively correlated with a rapid growth in population and an expanding economy. In the future, new and greater output will be dependent upon the maintenance of purchasing power and a demand stimulated by an exchange of a large variety of goods and services. Only a fast moving business mechanism, adapted to change and aware of the needs and varying tastes of the American people can survive and prosper in such an economy.

While growth normally characterizes much of American industry it cannot be described as fast moving at all times in all of its parts. At any given time, such as the present, there are industries that indicate exceptionally rapid growth—for example, new construction, synthetic fibers, electric power, cigarettes, miracle drugs and manufacturing associated with the defense program. In describing the latter, a recent publication of the Department of Commerce states:

"The new plants and facilities are of such dimensions that they will change the industrial face of America. . . As they are finished and begin to operate, they will give us substantially more steel, copper, aluminum and other metals; chemicals, machinery, petroleum, electric power, transportation facilities; and all the other things which are the sinews of national strength."

Once our goals are achieved we will have the industrial strength not only to resist aggression but, "to meet the great and increasing demands of a vigorous nation of consumers."

Nevertheless, we must look to the future if we would keep these demands

great and increasing. Not only must full employment be maintained but we must cultivate the willingness and the propensity to consume. This means high wages, shorter hours and increased living standards—in brief, a careful and complete consideration of markets and marketing. Research is the answer.

Basic research, not only in the physical sciences but in the various social sciences, is largely a function of the university. There can be a progressive industry only where there is a continued development of the sciences upon which innovation is based. Universities cost money but they pay off in terms of free enterprise, effective competition, invention, and progress in general. In the long run, it is this that will save the economy from rigidity, monopoly and bureaucracy. But if we want free enterprise, we must promote it at its roots—the University.

On the other hand, it is a function of business to apply the results of basic research to the fields in which it operates. New techniques are the raw material of effective competition. The firm or industry that succeeds must innovate, for in many instances price competition is too destructive to function "effectively." Therefore, it has taken second place, relatively, to such activities as advertising, merchandising and selling techniques. While new methods and policies in these fields mark the progressive firm, this is but a beginning; the "new look," inside and out, speaks for itself-it shouts from the housetops and beckons from afar, whether applied to the product, the factory, the methods or the principles and policies of the firm. Again, research may be the answer.

Some firms have realized this, with the result that they have been occupied with basic, as well as applied, research. It is not entirely by chance that some of your competitors have grown to gianthood in a few decades and are today symbols of progress in their fields, while others have remained small or disappeared. It is sad to relate, but less than half the firms in this country make provision for research of any kind in their budgets and only a fraction of those have anything like a complete and progressive research policy. This may have important implications for the future welfare of the competitive system. I hope you have given this some thought and, if so, write me about it. I'll be glad to hear from you.

Yours sincerely,

CHARLEY.

#### **Advertising Index**

merican Appraisal Co. merican Brass Co., The merican Microfilming Co. Alas Fence Co. Alburn Mfg. Co. Allard Oil Co., Inc. Outside Back Covaries ansick Co., The digelow Company, The dillings & Co., George M. Approni Associates Chase Brass & Copper Co. Clairglow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Federal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Plocar Company, John J. Robertson Paper Box Co., Inc.		
merican Brass Co., The merican Microfilming Co. Atlas Fence Co. Auburn Mfg. Co. Allard Oil Co., Inc. Assick Co., The digelow Company, The dillings & Co., George M. Asproni Associates Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Cologe Co., C. B. Cowd, Wylie & Olson, Inc. Clis Co., The Gray Manufacturing Co., The Gray Manufacturing Co., The Gray Manufacturing Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	49	illen, Russell & Allen
merican Microfilming Co. Atlas Fence Co. Auburn Mfg. Co. Allard Oil Co., Inc. Outside Back Coverancey's Assick Co., The Assick Co., The Assick Co., George M. Aproni Associates Asse Brass & Copper Co. Alairglow Manufacturing Co. Alairglow Manufacturing Co. Alairglow Manufacturing Services Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Cologe Co., C. B. Dowd, Wylie & Olson, Inc. Allis Co., The George Federal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Shorman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	24	merican Appraisal Co.
atlas Fence Co. Auburn Mfg. Co. Auburn Mfg. Co. Allard Oil Co., Inc. Auburn Mfg. Co. Allard Oil Co., Inc. Auburn Mfg. Co. Allard Oil Co., Inc. Ausick Co., The Bigelow Company, The Bigelow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Collis Co., C. B. Cowd, Wylie & Olson, Inc. Ellis Co., The George Bederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co. Sherman Transfer Co., Roger Souther Engineering Co., The Henry Souther New England Telephone Co. Sponge Rubber Products Co.	47	merican Brass Co., The
allard Oil Co., Inc. Outside Back Cores arney's assick Co., The digelow Company, The dillings & Co., George M. Caproni Associates Chase Brass & Copper Co. Clairglow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Utility Companies Cetroit Steel Corp. Cologe Co., C. B. Cowd, Wylie & Olson, Inc. Cellis Co., The George Cederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co. Shonge Rubber Products Co.	43	merican Microfilming Co.
allard Oil Co., Inc. Outside Back Coverancy's  assick Co., The  igelow Company, The  idlings & Co., George M.  caproni Associates  chase Brass & Copper Co.  clariglow Manufacturing Co.  clariglow Manufacturing Co.  clonial Blower Co.  connecticut Advertising Services  connecticut Utility Companies  cetroit Steel Corp.  cologe Co., C. B.  cowd, Wylie & Olson, Inc.  cellis Co., The George  Gederal Textile Corp.  Gilman Brothers Co., The  Gray Manufacturing Co., The  Hall Company, Inc., Thomas W.  Holm-Hansen, O.  Hartford Special Machinery Co., The  Holo-Krome Screw Corp.  Howard Co., The  Industrial Photo Products, Inc.  Jones & Company, Inc., T. A. D.  Kasden & Sons, Inc., H. Inside Front Cot  Love, Ralph H.  Maier & Co., Ward  Mills, Inc., H. J.  Morrissey & Cheney  Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The  Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The  Inside Back Co.  Sherman Transfer Co., Roger  Souther Engineering Co., The Henry  Southern New England Telephone Co.  Sponge Rubber Products Co.	22	tlas Fence Co.
arsey's assick Co., The digelow Company, The dillings & Co., George M. Aproni Associates Chase Brass & Copper Co. Clairglow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Cologe Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	27	
arsey's assick Co., The digelow Company, The dillings & Co., George M. Aproni Associates Chase Brass & Copper Co. Clairglow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Cologe Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	отег	allard Oil Co., Inc. Outside Back C
idelow Company, The idlings & Co., George M. caproni Associates Chase Brass & Copper Co. Clariglow Manufacturing Co. Clariglow Manufacturing Co. Clariglow Manufacturing Co. Clariglow Manufacturing Services Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Cetroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	24	
caproni Associates Chase Brass & Copper Co. Clairglow Manufacturing Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Cetroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	34	assick Co., The
Chase Brass & Copper Co. Clairglow Manufacturing Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Cetroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	2	igelow Company, The
Chase Brass & Copper Co. Clairglow Manufacturing Co. Clairglow Manufacturing Co. Clairglow Manufacturing Co. Clairglow Manufacturing Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Clilis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	41	illings & Co., George M.
Clairglow Manufacturing Co. Clark Bros. Bolt Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Cologe Co., C. B. Cowd, Wylie & Olson, Inc. Cllis Co., The George Gederal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	28	Caproni Associates
Clark Bros. Bolt Co. Colonial Blower Co. Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Colonial Blower Co. Connecticut Utility Companies Detroit Steel Corp. Colonial Blower Corp. Colonial Blower Corp. Colonial Brothers Co., The Corpanies Congraphic Arts Co., Inc., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holom-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	20	Chase Brass & Copper Co.
Colonial Blower Co. Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Colge Co., C. B. Cowd, Wylie & Olson, Inc. Collis Co., The George Federal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	51	
Connecticut Advertising Services Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Dolge Co., C. B. Dowd, Wylie & Olson, Inc. Ellis Co., The George Federal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	30	
Connecticut Printers, Inc. Connecticut Utility Companies Detroit Steel Corp. Dolge Co., C. B. Dowd, Wylie & Olson, Inc. Ellis Co., The George Federal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	23	Colonial Blower Co.
Connecticut Utility Companies Detroit Steel Corp. Dolge Co., C. B. Dowd, Wylie & Olson, Inc. Ellis Co., The George Federal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	52	Connecticut Advertising Services
Detroit Steel Corp. Dolge Co., C. B. Dowd, Wylie & Olson, Inc. Ellis Co., The George Federal Textile Corp. Gilman Brothers Co., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	3	Connecticut Printers, Inc.
Colge Co., C. B.  Cowd, Wylie & Olson, Inc.  Cellis Co., The George  Federal Textile Corp.  Gilman Brothers Co., The  Graphic Arts Co., Inc., The  Gray Manufacturing Co., The  Hall Company, Inc., Thomas W.  Holm-Hansen, O.  Hartford Special Machinery Co., The  Holo-Krome Screw Corp.  Howard Co., The  Industrial Photo Products, Inc.  Jones & Company, Inc., T. A. D.  Kasden & Sons, Inc., H. Inside Front Collove, Ralph H.  Maier & Co., Ward  Mills, Inc., H. J.  Morrissey & Cheney  Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The  Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The  Inside Back Collower Co.  Shorman Transfer Co., Roger  Souther Engineering Co., The Henry  Southern New England Telephone Co.  Sponge Rubber Products Co.	31	Connecticut Utility Companies
Cowd, Wylie & Olson, Inc.  Ellis Co., The George  Federal Textile Corp.  Gilman Brothers Co., The  Graphic Arts Co., Inc., The  Gray Manufacturing Co., The  Hall Company, Inc., Thomas W.  Holm-Hansen, O.  Hartford Special Machinery Co., The  Holo-Krome Screw Corp.  Howard Co., The  Industrial Photo Products, Inc.  Jones & Company, Inc., T. A. D.  Kasden & Sons, Inc., H. Inside Front Col  Love, Ralph H.  Maier & Co., Ward  Mills, Inc., H. J.  Morrissey & Cheney  Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The  Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The  Inside Back Co  Sherman Transfer Co., Roger  Souther Engineering Co., The Henry  Southern New England Telephone Co.  Sponge Rubber Products Co.	25	Detroit Steel Corp.
Ellis Co., The George Federal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	28	Dolge Co., C. B.
Gederal Textile Corp. Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cor Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	2	Dowd, Wylie & Olson, Inc.
Gilman Brothers Co., The Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	22	Ellis Co., The George
Graphic Arts Co., Inc., The Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Col Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	43	Federal Textile Corp.
Gray Manufacturing Co., The Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Co. Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co. Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	36	Gilman Brothers Co., The
Hall Company, Inc., Thomas W. Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Co. Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co. Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	28	Graphic Arts Co., Inc., The
Holm-Hansen, O. Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	18	Gray Manufacturing Co., The
Hartford Special Machinery Co., The Holo-Krome Screw Corp. Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	26	Hall Company, Inc., Thomas W.
Holo-Krome Screw Corp.  Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cot Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	46	Holm-Hansen, O.
Howard Co., The Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Co. Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co. Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	22	Hartford Special Machinery Co., The
Industrial Photo Products, Inc. Jones & Company, Inc., T. A. D. Kasden & Sons, Inc., H. Inside Front Cor Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	41	Holo-Krome Screw Corp.
Jones & Company, Inc., T. A. D.  Kasden & Sons, Inc., H. Inside Front Cor Love, Ralph H.  Maier & Co., Ward  Mills, Inc., H. J.  Morrissey & Cheney  Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The  Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The  Inside Back Co Sherman Transfer Co., Roger  Souther Engineering Co., The Henry  Southern New England Telephone Co.  Sponge Rubber Products Co.	21	Howard Co., The
Kasden & Sons, Inc., H. Inside Front Cor Love, Ralph H. Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	21	Industrial Photo Products, Inc.
Love, Ralph H.  Maier & Co., Ward  Mills, Inc., H. J.  Morrissey & Cheney  Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The  Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The  Inside Back Co  Sherman Transfer Co., Roger  Souther Engineering Co., The Henry  Southern New England Telephone Co.  Sponge Rubber Products Co.	4	Jones & Company, Inc., T. A. D.
Maier & Co., Ward Mills, Inc., H. J. Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	Cove	Kasden & Sons, Inc., H. Inside Front
Mills, Inc., H. J.  Morrissey & Cheney Muchemore Associates, S. E.  Nutmeg Crucible Steel Co., The Plocar Company, John J.  Robertson Paper Box Co., Inc.  Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co.  Sponge Rubber Products Co.	25	Love, Ralph H.
Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	4	Maier & Co., Ward
Morrissey & Cheney Muchemore Associates, S. E. Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	2	Mills, Inc., H. J.
Nutmeg Crucible Steel Co., The Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	4	
Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	4	
Plocar Company, John J. Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	2	Nutmeg Crucible Steel Co., The
Robertson Paper Box Co., Inc. Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	2	
Seymour Manufacturing Co., The Inside Back Co Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	1	
Sherman Transfer Co., Roger Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	C	Seymour Manufacturing Co., The
Souther Engineering Co., The Henry Southern New England Telephone Co. Sponge Rubber Products Co.	Covi	
Southern New England Telephone Co. Sponge Rubber Products Co.	2	
Sponge Rubber Products Co.		
	0.	
Stueck, W. Whitney, Inc.		
	4	
Suburban Propane Gas Co.	1	
Swan Tool & Machine Co., The		
Taylor & Greenough Co., The	4	
Torrington Company, The		
Torrington Mfg. Co., The		
wilson, riaight to weten	32-	
Winship, Richard S.		
Wittstein, Jack		Wittstein Tack
Wiremold Co., The		



#### SEYMOUR PHOSPHOR BRONZE

GRADE A (5% tin): Used extensively for springs, diaphragms, bellows, lock washers, cotter pins, fuse clips, clutch discs, screw machine stock, bushings, welding rods, pump rods.

GRADE B (5% tin, free machining): Small gears, pinions, screws, bearings and other similar screw-machine products which must be highly resistant to wear and corrosion.

GRADE C(8% tin): Used for springs on electrical apparatus, diaphragms, welding rod and springs of all kinds where greater elasticity, strength and endurance are required than in the case of Grade A Phosphor Bronze.

GRADE D(10% tin): Applications requiring the greatest hardness, strength and wear resistance of any of the wrought phosphor bronze alloys. Typical applications are diaphragms, springs, paper-mill machinery parts such as jordan and beater bars, rock drill rifle nuts, locomotive bearing-plate liners, fog-horn diaphragms and other similar springs and parts.

Nonferrous alloys since 1878

THE SEYMOUR MANUFACTURING COMPANY, SEYMOUR, CONN.

over

ck Cover

SEYMOUR



## **HEATING PROBLEMS SOLVED...WITH**



- Expert oil heating engineers will consider your needs—make prompt, money-saving suggestions.
  - Helpful advice, experienced planning on long range heating requirements are yours—without obligation.
    - An all weather delivery fleet stands ready to speed Balco Bunker "C" where you want it, when you want it.

Whatever your heating requirements . . . consider clean, efficient Balco Bunker "C". This modern, low cost fuel has been proven perfect in countless industrial, commercial, and institutional installations throughout Connecticut. Discover the easy, economical way to warmth—for advice, service or Bunker "C" at its best, call Ballard now.



el has cticut. now.